

RG 104, 8NS-104-94-077
Box 4

8NS-104-94-077, Miscellaneous
Correspondence & Memos, 1897-1994

Misc Correspondence and Reports 1945 - 1973; Includes discussion
of relocation of mint in 60's

Dear Sir,

I am gathering information for a speech on counterfeiting. Please send me some ways how counterfeiting money is distinguished from real money. I would like to ask one other question, how is money made in the mint, and how do counterfeiters attempt to imitate the money? I would appreciate this information very much.

Thankyou,

Al Jayne

P. S. I am doing this for a school project, I am not a counterfeiter.

Coin letters sent:

Gen'l. Info.

Policy

Proof Coin

Uncl. Coin

Coinage opers. ✓

Comm.

History

Check or Money
order returned

*4/20/70
rfw*

Alfred Jayne
1203 Thornhill Lane
Hixson, Tenn. 37343

RECEIVED

APR 20 1970

OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

7-15

~~Mr. Higby~~

Capt. tells me we are
running low on "How
to Make a Penny."

Perhaps we can order
from Nelson

Tel. # 8-202-964-5011

QPO order # 45459

Reg No 464
Jacket No 5405452

[Signature]
2/9/91

0084

E1

7091

St Petersburg

Printing Co.

18th St South

P.O. Box 11866

St. Petersburg

Florida
Ph. 862-4177

(COPY)

Sept. 25, 1945

Mr. Brubaker:

With reference to your inquiry concerning uncurrent coin, I submit herewith samples and outline covering the handling of same and also explanation as to delay in melting these coins.

Exhibits A and B are copies of ordinary correspondence regarding shipments of unfit coins received in the Cashier's office and are self-explanatory. These lots are usually sent to the Mint in the form in which they are recovered from fires and often include lumps of lead and other foreign substances which the depositors believe to be melted coin, but which are undoubtedly remnants of cash registers, money boxes, etc.

When such shipments are received, I review them and segregate coins which come under the classification of "uncurrent" from those which are fused. Generally the fused coins are silver coins and these are purchased at the bullion value by money order. Counterfeits, which are occasionally found, are delivered to the Secret Service. Sometimes minor coins are fused with foreign metal, old nickels are fused with silver nickels and steel cents fused with bronze cents. Such pieces are removed and discarded and at various times turned over to the Melting & Refining Department to be placed with their sweeps.

Exhibit C represents an instance where sufficient mutilated cents were received to warrant purchase of them at bullion value and in cases where the coins are not uncurrent due to deliberate mutilation, etc.

As these lots are taken into account, they are retained in the Cashier's office until such time as the Melting & Refining Department is willing to accept them.

Regarding your statement that complaint was made by the Treasurer's Office relative to uncurrent coin having been held in this Mint as long as one year, permit me to outline the following explanation:

As you have noticed from correspondence which I showed you when you were in my office, and also from the samples attached, the coins are processed as expeditiously as possible after their receipt in this office, but further disposition has been held up thru failure of the Melting & Refining Department to agree to accept them. It has been my effort for a long time to endeavor to dispose of these coins to the M. & R. periodically, at least every three months, and to deliver them to the M. & R. along with the regular uncurrent coin lots received from the Federal Reserve Banks upon authority of the Treasurer, but it has even been necessary to hold these larger lots indefinitely. Mr. Wagor of the Melting & Refining Department has been very reluctant to take these uncurrent lots when tendered to that department, giving such reasons as follows:

1. They were pouring dime ingots and the silver contained in the uncurrent coin was not suitable for such ingots.
2. They were not pouring silver ingots at the time and therefore could not use them.
3. They had no room for the old type nickels which form a part of such lots.
4. They were not pouring bronze ingots and could not use the bronze coins.
5. They would let me know when ready to take the uncurrent coin.

Sometimes, when they were pouring bronze ingots they were willing to accept minor uncurrent coin but refused silver coin, which has necessitated the making of double reports. A result was that towards the end of the fiscal year ended June 1945 58 lots of uncurrent coin were delivered to the M. & R. from the Cashier's office because of not being able to deliver them to the M. & R. previously.

Mr. B. - page 2

Finally, towards the end of the fiscal year, when orders were received from the Director to melt all uncurrent coin, the M. & R. Department have then accepted such uncurrent coin, which has occasioned a large amount of work all at once, instead of distributing it over the year.

It appears to me that after the coin has been reviewed and the Cashier has submitted his reports to the Treasurer and the Federal Reserve Banks, that it should be obligatory upon the part of the Melting & Refining Department to accept the coin as tendered by the Cashier and to use them up as conditions permit.

Any recommendations you may feel inclined to make to remedy this condition will certainly be appreciated.

I might also add that mutilated coin (silver) are purchased by the Cashier out of the Counter Cash and towards the end of the month the purchased made during the month are turned over to the Weigh Clerk who makes a regular deposit of them. From the result of this deposit the excess is determined, which is then deposited in the Disbursing Office, which then clears the Counter Cash.

A. L. Philippus,
Cashier

Sept. 25, 1946

Took up with Mr. Brubaker:

Matter of obtaining coin needed in Cashier's office from vault stocks instead of having to send currency to Federal Reserve Bank and purchasing such coin there.

(See Director's file.)

P.

December 12, 1945

To Mr. Brubaker:

Stamping value on minor coin sacks, so can be shipped via express without necessity of stamping backs of shipping tags with value.

Federal Reserve Banks to send ONE TELEGRAM daily advising of shipments to be made that day, thereby doing away with tremendous duplication of work.

M. & R. to take reviewed and reported uncurrent coin as tendered by Cashier, rather than as they need it.

MEMO.

December 14, 1945

Mr. Brubaker:

With respect to certain items which you intend to check into while in Washington, there was one additional point which we discussed sometime ago, but which was not mentioned just before you left. That was regarding fractional balances of coins taken from stock for pyx purposes.

For instance, when \$28.50 is required for pyx replacements, the sum of \$29.00 is deducted from the denomination used, in accordance with practice of many years past, the difference of \$.50 being theoretically placed in the counter cash for subsequent use in pyx replacements.

Sometimes, when all silver denominations are being coined simultaneously, three different small balances have to be so carried. As you recall, the question we discussed sometime ago was whether the Cashier would not be permitted to simply add such small balances permanently to the counter cash from day to day without having to carry them temporarily in the counter cash and keeping a record of these items, the exception being, of course, at the beginning of a new year's coinage, when the new year's pyx coinage balances would have to remain separate from the actual counter cash.

Sincerely,

Philippus,

May - June
1952

Peters

Locks
Tags - PP & Exp
Calculations
Warrants
Scheds. of Col
Abstracting
Delivery tickets
Sorting locks
Miso.
Asst. Chr's. Desk
Express bills
Forms 12

Ditto Mch.

checking Express Vouchers
Blue

Pxx Coms (Env + Form 971)
Time & attendance Reports

Midwood

Daily Reports

Forms 12 on mch.

Reports on mch to Treas

Stacking

shipping

checking checks

closing vaults - deliveries

P.O. bills - daily
PO charges tickets

Lovely

Asst. Chr's. Desk

Uncurrent entries

Cashier's misc. lots

Typing reports " " " + trans. letters

Stamping gold bars

Calculating gold bars

Unc. Coin reports

Entering deposits on ctr. book

Entering gold cert. bars

End of month business & reports

Locks, tags, etc. on shipments

Checking Express rates

Time Sheets

Blue Cross

Enter Payments in Ch. Bk.

Checks checks on def.

Sub. during vacations
+ absence of clerk

✓ Supervision all work

Chr: Deliveries - Enter & Pyx

✓ Shipments - List (billing PP and Exp. rates)
" Post in book
" Notify PP & Exp
(Check forms 12 & Express bills, etc.)

✓ Checks → Bullion Payments
Minor Cge. Payments
Seige.
Uncurrent lots (Chr.)

✓ Yellow Forms #5594 - issue (to cover checks drawn)

✓ Balance Cashier's Blotter

Check Vouchers covering Express Shipments (rates) stamp appropriations on bills, and sign.

Uncurrent Coin (small lots) Review & list payments, etc.

Uncurrent Coin (from Banks) Enter receipts, adjustments, small lots in Control Book.

" " (Review all finished work sheets & reports)

✓ Gold Sales - Quotations & make sales slips, express bills, telegrams, etc.
Receive from M. & R. - Weigh bars & enter on sheets.

✓ Control Accts

Check Counter Cash

Burned Lots

Attend mail - misc. Write letters, etc.

Balance accounts (also end of month)

Prepare reports, statements, etc.

✓ Purchases Minor Coinage Metal & Deposits

✓ Efficiency Ratings, write Standards of Performance, ~~Spent~~

Special Reports

File misc.

Issue Duplicate Bills of Lading, in lieu

Review all work produced in the Division

Special reports to Chief Clerk, Supt., Bureau, etc.

Record of time of per diem employees, absenteeism, etc.

✓ Administrative detail work - Supervision

Ast. Chr.: Supervises Shipping

Checks checks issued

Received Deliveries

Received Recoinage

Supervises Reviewing of Unc. Coin

" Stacking of Coin

Prepares forms 12 on adjustments on results of Unc. Coin reviewed

Receives gold bars from Refinery (Com. & Cert.)

Prepares daily reports to Acctg. Office

Delivers reviewed unc. coin to M. & R.

Prepares outlines (reports) of coin to be turned over to M. & R. for Cashier, M. & R., and Acctg.

Acting Cashier, when Cashier absent.

Checks warrants with affidavits

Requisitions
Work Performance
Standards
Enter Cert. Bars

Clerk: Calculates Payments of Deposits
 Issues Vouchers "
 Operates Ditto Machine (memo. reports on deposits)

Shipments - Lists Looks

 Issues Post Office Billings thru Ditto Machine
 Issues Ry. Express Bills of Lading
 Issues P.O. Charge tickets covering shipments
 Issues forms 12 on shipments
 Prepares mail shipping tags to Banks

 Issues Schedules of Collection
 Issues Daily Tab to Acctg. Office
 Posts deposits in Bullion Source Record Book
 End of Month reports & balances
 6-mo. reports
 Misc. reports

 Maintains Cashier's Bar & Cash Book

 Misc.

Cashier's Division

Receiving Fine Gold (Issue) Bars from Refinery,
storing, calculating gold content & value,
and recording.

Cashier's Miscellaneous Small Lots of unfit coin,
processing and paying for.

Blue Cross Payments.

Monthly reports (including large coinage report),
Quarterly Reports,
Semi-Annual Reports,
Annual Reports.

Delivery of uncurrent coin to M. & R.

Sale of steel cents,

Sale of Silver-Nickel Bars.

Keeping records supporting all functions in Division.



OFFICE OF SUPERINTENDENT

TREASURY DEPARTMENT

THE MINT OF THE UNITED STATES

DENVER, COLO.

(COPY)

Orig. copy in
Dr. file.

November 15, 1946

Director of the Mint
Washington, D. C.

My dear Madam Director:

Reference is made to your letter of October 30 with reference to the procedure followed in transferring cash to the local Federal Reserve Branch Bank. The following memorandum has been submitted by the Cashier, Mr. Philippus:

- "1. Deposits of surplus currency are made with the Federal Reserve Bank when it is felt that considerably more currency is on hand than is necessary, or when bills of very large denomination have been accumulated. Such deposits have been once or twice a year, averaging from \$30,000 to \$85,000. These deposits are made by the Cashier, accompanied by two armed guards, using an automobile.
2. Purchases of coin are made from the Federal Reserve Bank when the Cashier requires coin for counter cash use. These exchanges average about \$125 weekly, and are made by one armed guard, using an automobile.
3. When the Cashier requires currency (usually \$1 and \$5 bills), he purchases this from the Federal Reserve Bank in lots of approximately \$4,000. He is then accompanied by two armed guards, using an automobile.
4. Deposits of surplus currency and purchases of coin or currency have been entered at the end of each month on the Government Losses in Shipment reports in order to protect both the Government and the Cashier against loss, although it is not clear if absolute protection is thereby afforded.
5. Upon receipt of an order from the Treasurer authorizing transfer of coin to the local Federal Reserve Bank, the Cashier communicates with the bank, informing them that authority to release this coin has been received. The bank officer then states the date the coin will be called for, and arranges with the Armored Car Service to send a car for the coin. Such car generally arrives at 12:30 p.m. with one of the bank's employees authorized to receipt for

*Safety
copy
Cash
Cage*

shipments. At the present time three such employees have been authorized by the bank to sign for such coin and their signatures are on file in the Cashier's office.

The coin is receipted for prior to release from the Mint. The car drives into the Mint proper, and the entire transaction is completed before the car leaves the building.

RECOMMENDATIONS:

1. Purchases of coin from the Federal Reserve Bank could be eliminated if the Cashier were authorized to appropriate necessary coin from Mint stocks instead of exchanging with the Federal Reserve Bank.
2. The purchase of currency by the Cashier could be otherwise protected by requesting such funds direct from the Treasurer through the Federal Reserve Bank, and using the Armored Car Service to transport same to the Mint. Cost of such service up to approximately \$50,000 would be \$5.00 per trip, the Armored Car Service assuming insurance to cover.
3. Surplus currency deposits to the Federal Reserve Bank could also be protected by using the Armored Car Service. The cost could be reduced to \$2.50 per trip if this were sent to the bank at the same time the bank uses the Armored Car Service to receive money from the Mint. Altho there would be a saving of \$2.50 it would be necessary to wait until the bank received an order for coin which might vary from a week to a month.
4. Attention is called to Cash Collections deposited in the local Disbursing Office from time to time. These amounts are usually small, however, one of these cash deposits amounted to \$437.11 on October 18, 1946.

The question is raised as to whether such cash collections might not be taken into the general Mint cash without depositing same in the Disbursing Office."

Very truly yours,

Moses E. Smith
Superintendent

Nov. 7, 1946

Mr. Reddish:

With further reference to Bureau's letter of October 30, regarding transfers of cash to Federal Reserve Bank of Denver, the following supplemental information is submitted:

Upon receipt of an order from the Treasurer authorizing transfer of coin to the F.R. Bank, the Cashier communicates with the bank, informing them that authority to release this coin has been received. The bank officer then states the date the coin will be called for, and arranges with the Armored Car Service to send a car for the coin. Such car generally arrives at 12:30 P.M. with one of the bank's employees authorized to receipt for shipments. At the present time three such employees have been authorized by the bank to sign for such coin and their signatures are on file in the Cashier's office.

The coin is receipted for prior to release from the Mint. The car drives into the Mint proper, and the entire transaction is completed before the car leaves the building.

Phil.

Nov. 6, 1946

Mr. Reddish:

Re Bureau letter of Oct. 30. Safety of cash transfers with Fed. Res. Bank.

1. Deposits of surplus currency are made with the Federal Reserve Bank when it is felt that considerable more currency is on hand than is necessary, or when bills of very large denomination have been accumulated.
Such deposits have been once or twice a year, averaging from \$30,000 to \$85,000. These deposits are made by the Cashier, accompanied by two armed guards, using an automobile.
2. Purchases of coin are made from the Federal Reserve Bank when the Cashier requires coin for counter cash use. These exchanges average about \$125 weekly, and are made by one armed guard, using an automobile.
3. When the Cashier requires currency (usually \$1 and \$5 bills), he purchases this from the Federal Reserve Bank in lots of approximately \$4,000. He is then accompanied by two armed guards, using an automobile.
4. Deposits of surplus currency and purchases of coin or currency have been entered at the end of each month on the Government Losses in Shipment reports in order to protect both the Government and the Cashier against loss, altho it is not clear if absolute protection is thereby afforded.

RECOMMENDATIONS:

1. Purchases of coin from the F.R. Bank could be eliminated if the Cashier were authorized to appropriate necessary coin from Mint stocks instead of exchanging with the Federal Reserve Bank.
2. The purchase of currency by the Cashier could be otherwise protected by requesting such funds direct from the Treasurer thru the F.R. Bank, and using the Armored Car Service to transport same to the Mint. Cost of such service up to approximately \$50,000 would be \$5.00 per trip, the Armored Car Service assuming insurance to cover.
3. Surplus currency deposits to the F.R. Bank could also be protected by using the Armored Car Service. The cost could be reduced to \$2.50 per trip if this were sent to the bank at the same time the bank uses the Armored Car Service to receive money from the Mint. Altho there would be a saving of \$2.50 it would be necessary to wait until the bank received an order for coin which might vary from a week to a month.

REMARKS:

Attention is called to Cash Collections deposited in the local Disbursing Office from time to time. These amounts are usually small, however one of these cash deposits amounted to \$437.11 on Oct. 18, 1946.

The question is raised as to whether such cash collections might not be taken into the general Mint cash without depositing same in the D.O.

Phil.

Mr. Phillips:

11/4/46

after you have had
a chance to study this.
I would like to
talk with you.

Director's letter 10/30/46
by transference to F.R. Phillips etc.

M.M.R.

msg file
(COPY) Orig. copy in Dr. file.

TREASURY DEPARTMENT
WASHINGTON 25

October 30, 1946.

Superintendent, United States Mint, Denver 2, Colorado
" " Philadelphia, Penn.
" " San Francisco 2, Calif.
" United States Assay Office, New York 5, N.Y.
Assayer in Charge, United States Assay Office, Seattle 4, Washington

Dear Sir:

The Bureau desires to make a review of the procedures followed by the various Mint Institutions in transferring cash to local Federal Reserve Branch Banks. The review is to be made for the purpose of establishing uniform procedure, so far as possible, and eliminate; or at least minimize to the fullest extent, the possibility of loss in connection with cash transfers.

It is requested that you forward an explanation of the procedures followed by your Institution, including information as to the frequency with which cash transfers are made, the approximate average amounts involved, and the means by which the cash is transported. At the same time you should include any suggestions which in your opinion would eliminate or minimize the possibility of loss. The information furnished should include the procedure followed in connection with transfers of new coins to local Federal Reserve Banks, however, in the latter case it is understood that the agent of the Federal Reserve Bank receipts for the coin before removing it from the Mint Institution, so that if there were a loss involved in these cases it likely would not concern the Mint. It is requested, however, that this phase of cash transfers be explained, including any observations which you may care to make.

Your prompt attention to this matter will be appreciated.

Very truly yours
/s/ Leland Howard
Acting Director of the Mint

cc: Office

(COPY) Orig. copy in Dr. file.

TREASURY DEPARTMENT
WASHINGTON 25

October 30, 1946.

Superintendent, United States Mint, Denver 2, Colorado
" " Philadelphia, Penn.
" " San Francisco 2, Calif.
" United States Assay Office, New York 5, N.Y.
Assayer in Charge, United States Assay Office, Seattle 4, Washington

Dear Sir:

The Bureau desires to make a review of the procedures followed by the various Mint Institutions in transferring cash to local Federal Reserve Branch Banks. The review is to be made for the purpose of establishing uniform procedure, so far as possible, and eliminate; or at least minimize to the fullest extent, the possibility of loss in connection with cash transfers.

It is requested that you forward an explanation of the procedures followed by your Institution, including information as to the frequency with which cash transfers are made, the approximate average amounts involved, and the means by which the cash is transported. At the same time you should include any suggestions which in your opinion would eliminate or minimize the possibility of loss. The information furnished should include the procedure followed in connection with transfers of new coin to local Federal Reserve Banks, however, in the latter case it is understood that the agent of the Federal Reserve Bank receipts for the coin before removing it from the Mint Institution, so that if there were a loss involved in these cases it likely would not concern the Mint. It is requested, however, that this phase of cash transfers be explained, including any observations which you may care to make.

Your prompt attention to this matter will be appreciated.

Very truly yours
/s/ Leland Howard
Acting Director of the Mint

cc: Office

C O P Y

July 13, 1961

Mr. Wm. A. Schmidt,
Asst. Commissioner for Planning,
Public Buildings Service,
General Services Administration,
Washington 25, D. C.

Ref: PLD Denver, Colo.

Dear Mr. Schmidt:

Acquisition of adjacent land
for Denver Mint

Reference is made to our letter of January 14, 1959, enclosing a sketch of the Denver Mint and adjacent property. In that letter, we stated as follows:

"As a long term objective, it would be to the interest of the Government to acquire all of the properties back to West Fourteenth Avenue, to remove all of the sub-standard dwellings thereon, and to hold such property for future expansion of the Mint."

In a reply dated March 27, 1959, you stated that your office had received an interim report from your Denver Region, bearing upon the "proposed extension and improvement." By letter of February 16, 1960, you informed us that your (Denver) "Regional Office has suggested that nine parcels of land be acquired and that the Mint building be suitably extended. The parcels recommended for acquisition---- would round out the site to include the entire block."

In our reply to you dated March 15, 1960, we stated in part, "the fact that a public alleyway exists, and that the rest of the block is occupied by private persons, makes it impossible for us to provide security deemed to be adequate. We strongly recommend that all of the remaining parcels in the block be acquired and security-fenced to accommodate the Mint's receiving and shipping activities."

July 13, 1961

On April 12, 1960, Colonel Harris met with Mint Bureau representatives here. Col. Harris stated that GSA intended to go forward with submission through the Administrator to Congress with a proposal to acquire all the remaining parcels of land in the block, and estimated that the acquisition cost would be \$300,000.

By letter of May 11, 1960, you stated "we propose to include in the General Services Administration Budget, Fiscal Year 1962, an item to provide funds for the acquisition by the Government of the remaining parcels of land in the block bounded by Delaware, Cherokee, Colfax, and Fourteenth in Denver, Colorado, to facilitate the maintenance, operation and security of the U. S. Mint."

We received no communication as to any change in plans, and presumed that our request was being carried forward. On June 30, 1961, we telephoned you inquiring when we might reasonably expect the acquisition to be accomplished. We were dismayed to learn that, due to imposed budget ceiling, the Denver Mint project had been deleted from the GSA Budget Request for Fiscal 1962.

The average annual consumption of coins is currently in excess of 3 billion per year. Our coin manufacturing capacity is approximately 1.1 billion per shift per year. We expect to increase this, in the present manufacturing space, to 1.4 billion per shift per year. In any event, we are presently committed to round-the-clock operations in order to meet the coin demands of the nation. With wider use of the sales tax, the vending machine, and an increase in population, the Mint can expect to be called on for an increasing number of coins. The present situation is that we have no additional capacity to meet any such substantial increase in demand.

Consequently, immediate steps for the expansion of Mint coin manufacturing facilities must be taken. The first step desired involves acquisition of the Denver property, and then to formulate plans for the extension of the Mint building.

Please advise this office as to your ability to acquire this needed property, and of any action we should take to expedite such acquisition.

Very truly yours,
(Signed Leland Howard)
Leland Howard, Acting Director of the Mint

C O P Y

TREASURY DEPARTMENT.

	Philas	Drum
Supt Room	2	2.
Chief Clerk	10	3
Cashier	3	3
Bk	6	2
Abstract	4	2
Deposit	4	2
Chief Clerk	6	1
Mechanics. Furn	83.	22
Cabinet	3	
Sewing room	4	
Captain Water. Furn	58	16.
Cover off	2	3.
Press Room	32	3.
Counting Room	6	
Rolling R	38.	5
Whitening	9	2
Automatic Mech	4	1
metal Room	3	
M or Dept.	59	23
Deposit Mch	4	3
Assay	13	9
Engraving	9	
	<u>360</u>	<u>102</u>



TREASURY DEPARTMENT

WASHINGTON 25

OFFICE OF
DIRECTOR OF THE MINT

IN REPLYING QUOTE INITIALS

August 18, 1961

Mr. Marshall Reddish
Assistant Superintendent
United States Mint
Denver 4, Colorado

Dear Marshall:

I intend to telephone you, after you have had time to receive this letter and study it, on the subject of obtaining expert witnesses to testify in regard to the use of gold in sculpture. This would be in connection with the "Golden Rooster" case concerning which you may have read in the newspapers. Following is a brief resume of the facts and the issues involved in this case.

The "golden rooster" is a solid gold object which is owned by one Richard L. Graves of Carson City, Nevada and was displayed, in the New Nugget Restaurant, a business establishment owned by Graves in Sparks, Nevada, in a glass case at the entrance to the "Golden Rooster" dining room.

The rooster was manufactured by Shreve & Company, San Francisco, for Richard Graves after the Director of the Mint had sent written advice to a previous contractor for its manufacture, Newman's Silver Shop, Reno, and to Graves, through his attorney, that the manufacture and possession of such an object would not be authorized under the Gold Regulations because it was not fabricated gold.

According to the information furnished to this Department by the manufacturer of the rooster, the rooster is solid 18 kt. gold. The body was manufactured by pouring the molten gold into a hollow mold. The article has been weighed by an assayer who certified the weight at 206.3 troy ounces. On the basis of this information, the rooster contains approximately 155 fine troy ounces of gold.

It is our contention that the article is not fabricated gold within the meaning of the Gold Reserve Act of 1934 and the Treasury Department Gold Regulations issued thereunder and, therefore, it may not be acquired and held without a Treasury Department gold license. The owner does not hold any such license.

As you are aware, fabricated gold is defined in section 54.4(a)(9)(i) of the Gold Regulations as follows:

(9) Fabricated and semi-processed gold:

(i) "Fabricated gold" means processed or manufactured gold in any form (other than gold coin or scrap gold) which:

(a) Has a gold content the value of which does not exceed 90 percent of the total domestic value of such processed or manufactured gold; and

(b) Has, in good faith, and not for the purpose of evading or enabling others to evade the provisions of the acts, the orders, or the regulations in this part, been processed or manufactured for some one or more specific and customary industrial, professional or artistic uses.

It is conceded that the 90% test prescribed in the (a) part of that definition has been met. However, the object does not meet the test prescribed in Section 54.4(a)(9)(i)(b) of the Regulations, i.e., manufacture, in good faith and not for the purpose of evading or enabling others to evade the provisions of the gold acts, orders or regulations, for some one or more specific and customary industrial, professional or artistic uses.

It will be noted that the rule set forth in Section 54.4(a)(9)(i)(b) contains two elements. The first and basic one is that the article must have a specific and customary industrial, professional or artistic use. The second element in this provision is that the article must have been manufactured in good faith and not for the purpose of evading or enabling others to evade the Gold Reserve Act and Regulations, etc. The purpose of this second element is to assure that in cases where gold articles can be shown to meet the 90% test and to be for a customary use, they will not be considered fabricated gold if they were manufactured for the purpose of evading the law, i.e., with the intention that they will be used for hoarding or in any other manner contrary to the Regulations.

It is our contention that the solid gold object in question is not for a legitimate and customary industrial, professional or artistic use. It is the position of this Department that the manufacture of a solid gold rooster containing approximately 155 ounces of fine gold is not a customary artistic use of gold. It has never been deemed a customary artistic use of gold under the Gold Regulations to manufacture it into objects containing large amounts of gold which do not contribute in any real way to the artistic or ornamental nature of the article or have

any other function. In other countries such gold objects are a common form of hoarding gold as a store of monetary value. The Treasury has turned down other requests to manufacture solid gold objects on the grounds that such objects are not deemed to be fabricated gold because this is not a customary artistic use of gold. For instance, the Secretary of the Treasury recently refused a request to manufacture a solid gold rock bit for display purposes. A request to manufacture culinary ware in solid gold for advertising purposes has also been refused by the Treasury Department as have requests to manufacture medallions and a military chevron of solid gold. On the other hand, we recognize that chalices, crucifixes, etc. for religious use are customary.

The rooster was seized by United States Marshal under a monition of libel, and is being held in a vault pending outcome of legal proceedings. Briefs have been filed and a motion by the United States for summary judgment was not granted by the court. The court ruled that the issue was a matter of fact, as to whether the golden rooster was in fact a customary, industrial, professional or artistic use of gold. While we take the position that the true use of the rooster was for promotion, as advertising, it appears that testimony may be required as to whether such use of gold in the manufacture of objects of art, is or has ever been customary, i.e., normal and usual, in the United States.

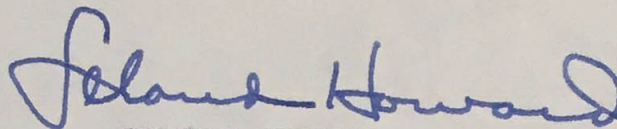
We maintain that the question as to whether the rooster is a genuine object of art or has artistic merit is beside the point.

I have discussed this matter with authorities connected with the museums in Washington and have found only one comparable instance where gold sculpture was made in the United States.

The opposition, I am informed, intends to produce an expert witness who is a professor at the University of Illinois. I would like to have you consult with professors in other universities, who are familiar with artistic practices, in regard to the manufacture of objects of gold. We do not maintain that a rooster the size of a charm to wear on a bracelet, a watch fob, or something of the sort would not be permissible. But when it comes to articles of larger size such as this rooster which is solid gold and stands 15" tall and made for the purpose for which it is used, we maintain that it is not a customary use. For your guidance, we would specifically desire information as to whether in the knowledge of such persons, there are any similar objects in museums or elsewhere in the United

States, if so, where and when they were made. Further, we would wish information which any such persons may have on uses of gold in art objects commonly found in museums in the United States, i.e., whether or not it is generally used for ornamentation, etc.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Leland Howard". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

LELAND HOWARD
Acting Director of the Mint

P. S. Enclosed is a copy of a deposition which I made, which will give you more of an idea of the issue.

March 13, 1963

MEMORANDUM

FROM : Marshall M. Reddish
Assistant Superintendent

SUBJECT : Arthur D. Little Company Report on
Expansion of Coinage Production
Facilities

This memorandum will consist of preliminary observations with respect to the recent Arthur D. Little Company report. Further comments will be made after a more complete analysis is made of the 105-page report.

The Little report is, in the opinion of the Denver Mint staff, the most shallow of all approaches which have been made over the years with respect to increasing production and efficiency. This conclusion is based upon the following:

1. There has been a failure to appraise the practicability of expansion of Denver Mint production facilities.
 - a. A mere total of 28 man-hours was spent at the Denver Mint by three different representatives of the Little Company.
 - b. The Denver Mint staff was under the handicap of only being able to answer questions.
 - c. The Little representatives did not request suggestions from members of the Denver Mint staff.

- d. Members of the Denver Mint staff, considered by other countries to be world experts in the minting processes, were either not interviewed or were merely asked questions with respect to how present operations are conducted.
 - e. Officials with the greatest and longest experience in the general management of Mint affairs were not even interviewed.
 - f. No attempt apparently was made to take advantage of previous surveys and management studies, including the two Hoover reports.
 - g. There is no recognition that over the years, by reason of efficiency, know-how and the ability to take advantage of and improve modern industrial practices, the Denver Mint staff has made new records with respect to production and efficiency.
 - h. Neither the representatives nor the report indicate interest in taking advantage of the tremendous reservoir of minting experience which is possessed by the Denver Mint staff.
2. There are glaring instances of misstatements and lack of logic in the report, which have been pointed out by the technical staff of the Denver Mint and will be incorporated in their comments upon the Little report.
3. The Little report fails to show that since all of the Denver Mint block is now owned by the Federal Government, expansion could be made here faster and cheaper than in any other place.

4. The report does not note that sufficient space exists in the Denver Mint block to immediately erect a large enough addition in which production facilities could be housed which, together with the present Philadelphia Mint, would take care of the country's needs for coinage for perhaps 15 years.
5. The proposed "expansion" of the Denver Mint would appear to consist merely of jamming some additional equipment into an already over-crowded building, eliminating certain Denver Mint functions and reducing the efficiency of the coinage operation.
6. There is a complete failure to note that the storage and shipping facilities of the Denver Mint are completely inadequate to handle present production. Even if the country did not need more coin, any intelligent management survey would have to take note of present storing and shipping inadequacies.
7. There is no indication that the Little people know the facts of life with respect to shipments of coin from the Denver Mint. Apparently they do not recognize that due to the empty back-haul to the East, transportation costs for coin shipments are tremendously low from the Denver Mint. Actually, the Denver Mint can serve half the country's population at a transportation rate equal to or lower than the Philadelphia Mint rate.
8. The report fails to note that only by a second line of rolling and melting can the Denver Mint work on all alloys and all denominations at once.

9. The Little report would permanently relegate the Denver Mint to an inferior position and probably would finally result in its being closed.

In saying this, it is realized that the Denver Mint will have to make most of the country's coin until the new, huge Philadelphia Mint is completed. The report would deliberately withhold from the Denver Mint an addition which would provide for semi-continuous casting and the larger rolling mills which the Little Company recommends.

The third shift at the Denver Mint would be removed as soon as the new Philadelphia Mint would be completed. A dip in coin demand would immediately remove the second shift. On a one-shift basis the withholding of modernization of the Denver Mint would soon put it into such an inferior position that it could soon expect to be closed.

Lest there should be those who say that the Denver Mint has been so long established that it would never be closed, we need merely refer to the Mint at San Francisco, which celebrated its 100th anniversary and was closed almost immediately.

It is now the thinking of the staff of the Denver Mint that no action towards expansion based on the Little report should be taken until the report has been given further study and the Denver Mint's suggestions and recommendations given full and careful consideration.

Marshall M. Reddish
Asst. Superintendent

May 8, 1963

MEMORANDUM

The citizens of Denver, including the employees of the Denver Mint, are concerned over present plans for over-expanding Mint manufacturing facilities in the Philadelphia area. It is inconceivable that those charged with the responsibility of making the final decision regarding expansion of Mint facilities would be influenced by non-economic factors rather than construction, operating and transportation costs. Assuming the economic consideration to be paramount, an analysis of the situation from a purely economic viewpoint appears to be in order.

As the result of substantial increases in coinage requirements, arrangements were made early last year for a study of the Mint's coinage problems by a private management engineering firm. Arthur D. Little, Inc., of Cambridge, Massachusetts, was employed by the Bureau of the Budget to make a study of Mint operation with the objective of appraising current and proposed manufacturing facilities in relation to current and long-range coinage requirements as projected by the survey study and, thereby, to determine that set of facilities which

would meet requirements at the least net cost to the Government.

During the course of the survey numerous alternative methods of providing additional manufacturing capability (including expansion of the Denver Mint) were considered. All alternative methods except the following were discarded as being substantially less desirable:

- (a) Constructing a new Mint in Philadelphia.
- (b) Expanding the existing Philadelphia Mint.
- (c) Closing both existing Mints and building a single new Mint.

The A. D. Little report in itself does not give the reason for not including a major Denver expansion among the three most attractive alternatives. However, their working papers (Article VI, Space Requirements, Working Memorandum No. 8) states that next to a Philadelphia expansion, the most attractive alternative from a construction standpoint, is to provide for the increased demand entirely at the Denver Mint. This working memorandum states further that the chief disadvantage of this alternative is the excessive transportation cost which would be incurred in shipping from Denver.

Now, let's look at the facts:

1. It is agreed that the Mint is in dire need of additional manufacturing facilities.
2. It is agreed that these facilities are needed now and should be provided with the least possible delay.
3. General agreement that economic factors rather than non-economic factors such as prestige, tradition, morale value and political palatability, should determine the location of additional facilities is assumed.
4. Such being the case, new manufacturing capability which will meet present and projected demands should be located where the combined net cost to the Government is the least, considering construction, operating and transportation costs.
5. Additional manufacturing capability can be provided at Denver at approximately three quarters (3/4) of the cost of providing the same additional capability in a new Mint at Philadelphia because:
 - (a) Construction costs are less in the Denver area.
 - (b) The necessary land is already available, adjacent to the present Mint building.
 - (c) The class of construction required for a Denver addition would be predominately production space rather

the more expensive vaults, mechanical shops, labs and administrative offices required in a new Mint at Philadelphia. This type of construction would cost approximately \$15.00 per sq. ft. compared to \$22.00 per sq. ft. for a new Philadelphia Mint.

6. The \$400,000 per year savings in direct operating costs, which the Little reports attribute to relocating Philadelphia production in new space, is based on Philadelphia's present operating costs - not Denver's. Denver's operating costs are already lower than Philadelphia's and at the level Philadelphia hopes to achieve in a new Mint. Denver's current lower costs would be cut still further in a new addition, and certainly much lower if the highly regarded advanced type of production equipment planned for the new Philadelphia Mint is installed in a Denver addition.

7. The mythical advantage in outbound coin transportation costs which the Philadelphia area is supposed to enjoy over the Denver area, and which the A. D. Little Report states is the chief disadvantage of the Denver addition alternative, has been completely discredited. Comparative transportation costs from Denver and Philadelphia, as used in the Little report, are erroneous and of unknown origin. Factual transportation costs as compiled and furnished by several trucking

companies and as contained in a supplement statement furnished by the Director of the Mint to the Senate Sub-Committee on Banking and Currency hearing, bear out the fact that the A. D. Little figures on coin transportation costs are erroneous and that neither location has an appreciable advantage in outgoing transportation costs for coins.

In this connection it is interesting to note that testimony before the above-mentioned hearing points to the fact that 70% of the 3.5 billion coins manufactured in fiscal year 1962 were delivered to banks nearest Philadelphia. This statement is probably a reflection of information set forth in Table IV, page 36, of the printed report, "Additional Mint Facilities" on the above-mentioned hearing. It is pointed out that while this table includes 34 shipments from the Philadelphia Mint to the Philadelphia Reserve Bank, it does not include 61 shipments from the Denver Mint to the Denver Branch Reserve Bank. Had this figure been included, the table would have correctly shown 406 shipments out of a total of 592, could have been most economically shipped from Denver. In any case, Denver has a shipping cost advantage for approximately 50% of the nation's coin requirements.

SUMMARY:

1. Additional manufacturing capability can be provided as an addition to the Denver Mint at less net cost to the Government.

2. Manufacturing costs at Denver are already at the level anticipated for new construction at Philadelphia, and can be lowered still further through an addition to present building.

3. Outgoing transportation costs for coins are not an influencing factor since neither location has an advantage in this respect.

CONCLUSIONS:

Manufacturing facilities at the Philadelphia Mint are unsatisfactory and should be improved and expanded. However, any increase in manufacturing capability in that area should not be so great as to require coin shipments from Philadelphia into the area that can be more economically served by the Denver Mint.

The individual capacities of the two Mints should be about equal, as is indicated by transportation costs.

COPY

TO MINT

12/10/74

m. S. S. S.

PROCEDURES FOR ACCOMPLISHING THE SALE OF GOLD
BY THE GENERAL SERVICES ADMINISTRATION AND THE TREASURY

A. Application

The following procedures will be used by the Offices listed below as appropriate:

The General Services Administration, Office of Stockpile Disposal will receive bids for the purchase of gold bars under the terms and conditions set forth in its invitation for bids. The operational contact will be; Name: Phone No.

The Bureau of Government Financial Operations, (BGFO) Assistant Comptroller, Finance will receive bid deposits, Notice of Bid Award, GSA Form 27, and final payments on purchases from GSA properly endorsed. It will place funds received under accounting control and establish records needed to assure proof of payment by purchasers. The operational contact will be; Name: Phone No.

AMERICAN SECURITY BK
PROPOSED

The Bureau of Government Financial Operations, Director Division of Cash Services will receive funds from the Assistant Comptroller Finance and provide certification to that office when funds have cleared the Federal Reserve Banking System. The operational contact will be; Name: Phone No.

The Bureau of the Mint will deliver gold to the purchaser at each designated Mint gold custody location, based on GSA Form 27 properly certified by the BGFO Assistant Comptroller, Finance. The operational contact at each Mint office will be;

New York Assay Office Name: Phone No.

San Francisco Assay Office Name: Phone No.

Denver Mint Name: Phone No.

The Office of the Fiscal Assistant Secretary will accomplish redemption of gold certificates at the Federal Reserve Bank of New York at its discretion based on notification from BGFO Assistant Comptroller Finance. The operational contact will be; Name: Phone No.

The Bureau of the Mint and the Bureau of Government Financial Operations will designate personnel to coordinate these functions; Bureau of Mint - Name: Phone No. Bureau of Government Financial Operations - Name: H. S. S. S. Phone No. 964-2543

B. Detailed Procedures

1. Bid Deposits GSA will award contracts as specified in the Invitation to Bid. GSA will hand deliver bid deposit checks ~~on acceptance~~ to the BGFO Assistant Comptroller, Finance at Treasury Annex No. 1, Room 312. A supporting list showing (1) contract number, (2) the name of the bidder and (3) the amount of the deposit will accompany each check(s) and will be receipted by both GSA and the Assistant Comptroller, Finance. The endorsement by GSA on each check will be:

Contract No.

GSA, Office of Stockpile Disposal

~~Submittal~~ Name and Title of Authorized Officer

Pay to the Bureau of Government Financial Operations

- Bid deposit checks receipted by the Assistant Comptroller, Finance will be placed under accounting control (see Exhibit No. 1). Bid deposit checks will be deposited at the Division of Cash Services in the Main Treasury using Standard Form 219, Certificate of Deposit for accounting station symbol 20-18-0001 and for account symbol 20x6875(18). Such checks will be endorsed by BGFO in the regular manner. No special action to notify BGFO of the clearance of the checks will be necessary (for the
* Division of Cash Services) since all bid deposit checks will be cashier's or certified checks.

2. Preparation of Notice of Award After successful bidders have been notified by telephone or telegram, GSA will prepare Notice of Award, GSA Form 27, which is in eight parts. Detailed instructions on usage have been prepared by GSA (see Exhibit No. 2). Parts 1 and 2 will be sent to the Purchaser. Part 8 will be hand carried to the Director, Bureau of the Mint. Parts 3, 4, 5, 6 and 7 will be held by GSA pending receipt of payment in full by the purchaser. The Mint will provide an inventory list to the GSA showing at the minimum the bar number, the weight of the bar and the location of the bar so that GSA can compute the total amount due from the purchaser for inclusion on GSA Form 27.
3. Final Payments Purchasers will make final payments by returning Part 2 of GSA Form 27 ~~signed by him~~ with his check to the GSA. GSA will hand deliver the checks and Parts 2, 4, 5, 6 and 7 of GSA Form 27 to the Assistant Comptroller, Finance at Treasury Annex No. 1, Room 312. The GSA check endorsement will be the same as that used for bid deposit checks. Part 5 of GSA Form 27 will be signed by the Assistant Comptroller, Finance and returned to the GSA (hand to hand). Final payment checks and the remaining copies of GSA Form 27 will be placed under accounting control (see Exhibit No. 3) and held pending advice from the Director, Division of Cash Services.

4. Deposit of Final Payment Checks Final payment checks will be deposited on Standard Form 219, Certificate of Deposit, to agency station symbol 20-18-0001 and account 20x6875(18). The SF 219 and check(s) will be hand carried to the Director, Division of Cash Services. Such deposits will not be confirmed at this time. The Division of Cash services will credit proceeds of checks in suspense account, symbol 17-326 and promptly send the checks to appropriate Reserve Bank for collection. The Federal Reserve Bank will be asked to advise the Division of Cash Services, by wire or telephone, when the check has been collected. Such telephone advices will be documented. The Division of Cash Services will then debit suspense account symbol 17-326 and confirm the SF 219 Certificate of Deposit. The SF219 and the confirmation advice will be hand delivered to the Assistant Comptroller, Finance. In the event a check can not be collected by the Federal Reserve Bank all documents relating to that check and contract will be hand delivered to the Assistant Commissioner, Comptroller pending return of the check. Thereafter all documents and the check will be hand carried to the Office of Stockpile Disposal for legal disposition.

5. Authorizing Delivery of Gold to Purchaser Based on the ^{DOCUMENT} serial number of the SF 219 Certificate of Deposit and the confirmation advice provided by the Division of Cash Services the Assistant Comptroller, Finance will certify on parts 2, 4, 6 and 7 of GSA Form 27 that the purchasers check has been received and paid in full to the Government (see Exhibit No. 4). Parts 6 and 7 of GSA Form 27 will bear an original signature and title which will be placed on record with the Bureau of the ^{of B.F.F.O} ~~FINANCE~~ Mint. An alternate signature and title card will also be provided. Parts 2 and 6 of GSA Form 27 will be hand carried to the Director of the Mint. Part 7 will be sent by certified mail to the purchaser. Part 4 will be retained.

6. Delivery of Gold to Purchaser To obtain delivery, the purchaser or his authorized agent - as agreed to beforehand by the Mint and the purchaser - will present Part 7 of GSA Form 27 to the proper Mint gold custody office. The Mint official authorized to release the gold will compare Parts 6 and 7 of the GSA Form 27 ~~for the purchase signature~~; he will also compare the certification on these Parts made by the Bureau of Government Financial Operations that the check has been paid. The purchaser or his agent will sign Part 6 of GSA Form 27 to show that he has accepted delivery. In addition he will be requested to sign Mint Form 1071, Schedule of Bars, or equivalent form, at the time of delivery. The signed original will be retained by the Mint, the purchaser will be given a copy. Part 7 of GSA Form 27 will also be ~~returned to the purchaser for his records~~ ^{returned to the purchaser for his records} Part 6 of GSA Form 27 will be returned to ~~GSA~~ ^{the Director of the} Mint, so that GSA can close out its file.

0550
INANTS
ETTER
UTHORIZING
ILK-UP
SIGNATURE
P PURCHASER
ATCH TO
OPY PROVIDED
N ADVANCE
O MINT OFFICE
PROVISION
FOR PHONE
CALL AS
LAST CHECK

(MUST)
WILL ALWAYS HAVE PROFIT TO OFFSET LOSS
AGAINST ?

2. Financial Accounting and Reporting On a daily basis, as sales of gold are consummated by delivery to the purchaser, each Mint office issues a Form 5504 Debit Voucher equal to the book value (\$42.2222 per ounce) of gold it has delivered to purchasers that day. The debit voucher will charge agency station symbol 20-18-0001; the address portion will show Assistant Comptroller, Finance, Bureau of Government Financial Operations, Treasury Annex No. 1, Washington, D.C. 20226. The debit voucher will be included in the Mint offices regular transcript for that day. The amount reported on the debit voucher will also be reflected on the Mints Form 5693, Statement of Assets and Liabilities. Each Mint office will maintain a memorandum record of any variance in the book value of gold and that reflected on the Form 5504 debit voucher. The memorandum will account for the lightness in individual bars versus the book value of each melt.

Mint offices will send the following to the Director of the Mint: Parts 3 and 4 of the Form 5504 debit voucher; Part 6 of GSA Form 27; a listing showing the GSA Form 27 serial contract number(s); troy ounces delivered; and the total book value included in the amount of the debit voucher. Each Mint office will wire the Director of the Mint of the amount included on such debit vouchers on a daily basis. The Mint will provide all of the above to the Assistant Comptroller, Finance, Bureau of Government Financial Operations as the information becomes available.

[The Bureau of Government Financial Operations, based on the wire information provided by the Director of the Mint, will show a reduction in the U. S. gold balance included in the Daily Treasury Statement as of the day of the wire - as the Forms 5504 Debit Vouchers process they will be eliminated from that days activity. The Assistant Comptroller, Finance will process the Debit Vouchers as a charge to account symbol 20x6875(18). Standard Form 1017-G Journal Voucher will be used to charge symbol 20x6875(18) in an amount equal to the profit on each sale, which will be credit to account symbol 20x6660 (see Exhibit No. 5). When the record for each sale is closed out, the Assistant Comptroller, Finance will mail GSA Form 27, Part 6 to GSA.]

Discontinued
AS 9/12/7

(THE MINT WIRE)

8. Redemption of Gold Certificates Based on notification of the amount included in each Form 5504 Debit Voucher, the Office of the Fiscal Assistant Secretary will authorize the redemption of gold certificates by the Federal Reserve Bank of New York.

OK WITH
MOSSE BUT
NEED MORE
DOCUMENTATION
& TC.

WIRE WILL
PROBABLY
GO TO
OUT-WIRE
ACCOUNTING
IN 13450

DEC 9 1974

NOTICE OF AWARD

GSA Form 27

Instructions for its use and distribution for gold sales.

The form is composed of eight parts or pages. It is to be utilized in written confirmation of awards of gold to purchasers under gold sales program. A separate GSA Form 27 will be required for each location from which delivery is to be made.

Completion of Form:

1. Owning agency or reporting office -- show: Department of the Treasury, Washington, D. C. 20220.
- 2, 3, & 4. Date, invitation number, and contract number are to be filled in. The date is to be that on which the GSA Form 27 is actually issued. Following insertion of contract number, show also "Awarded (date of actual telephonic or telegraphic notification of award, i. e. January 6, 1975.)"
5. Agency file reference -- to be filled with Sections 9 and 10, Gold Reserve Act of 1934 (31 U. S. C. 733 and 822a) or other authority, as Treasury may advise.
6. Purchaser -- show complete name and address of the purchaser.
7. & 8. Appropriation symbol and station deposit symbol -- do not use.
9. Signature of contracting officer generally will be signed by Chief, Metals Branch, unless otherwise notified.
10. Item No. -- show: Applicable item number from Invitation for Bid.
11. Description -- If more than one GSA Form 27 is issued per Contract, start description with "____ Partial (1 of 3, 2 of 3, 3 of 3, etc.) on Contract OS-OO-DS-(S)-xxxxx ____" then show Gold, fineness, number (quantity) of and size of bars, f. o. b. purchaser's conveyance U. S. Assay Office, San Francisco, CA. (or U. S. Mint, Denver, CO, or U. S. Assay Office, New York, NY, as may be applicable).
12. Quantity -- show number of fine troy ounces by item and in total. (Note: If Bureau of Mint finds it has variances in weights of bars and prefers to weigh out each purchaser's sale prior to issuance of this GSA Form 27, we will use actual weight of gold to be delivered, including melt and bar identity numbers if furnished to us by Bureau of the Mint.)

13. Unit -- show fine troy ounces (probably can often be inserted vertically downward with ounces abbreviated to oz., or for multiple lots perhaps the paper can be turned on its side and all three words spelled out from bottom toward the top so that the word ounces reaches almost to the word unit).

14. Unit Price -- show dollars carried at least to the second decimal place; i. e., \$0.00 or more if necessary to agree with bid price.

15. Amount -- amount in dollars shown to two decimal places for each item. Derived by multiplication of fine troy ounces shown by unit price per ounce. Since the total dollars frequently will exceed the width of the column, it is suggested the typist drop down several lines below the last extension of prices, strike a line extending back into the unit price column then show total followed by the sum of the extended prices.

16. Deposit Received -- can be taken from page 2 of the bid form or from copy of appropriate GSA Form 631. *

17. Balance due Government -- total dollars due under award less amount of deposit received.

18. Refund to Purchaser -- leave blank unless total value of award is less than bid deposit.

19. Purchaser must remove property by -- insert proper date; i. e., 20 calendar days after date of issuance of this GSA Form 27, or 30 days from date of contract award whichever is later.

20. Total -- sum of all amounts for each item awarded.

21. Paid -- shows on copies 2 through 7. Expected ~~Bureau of Mint~~ *Person* representative who receives certified checks or conformation of clearance of private account checks will fill in that portion.

22. Property Receipt -- shows on page 6. To be signed and dated by purchaser or its agent at time of delivery to him. In C. portion contracting office to strike "Property Management and Disposal Service" and replace with "Office of Stockpile Disposal". ANSDM, 2000 L Street, N. W., Washington, D. C. 20036. (If a continuing program develops, a rubber stamp is effective for this) Do Not type with any other pages since typing will appear on other pages where not desirable.

* In cases of multiple issuances of GSA Form 27 due to differing delivery locations, apply deposit approximately in proportion to purchase values at each location.

23. Custodian -- show: Bureau of the Mint, Department of the Treasury, Washington, D. C. 20220, followed by : Location -- U. S. Assay Office, San Francisco, CA (or as appropriate, U. S. Mint, Denver, CO; or U. S. Assay Office, New York, NY).

24. The printed serial number need not be used in GSA records or controls.

25. Lower right hand corner of page 2(green copy)--obliterate "Property Management and Disposal Service Attn: Collection Officer" and replace (on that page only) with "Collection and Securities Activity". 3BCCRC, Washington, D. C. 20407. (If a continuing program develops, a rubber stamp is effective for this.)

Distribution

1. Original (No. 1) and page 2 -- to be sent to purchaser. Mail both in single window envelope.
2. Page 3 -- detach and retain for Metals Branch file.
3. Page 4 through 7 -- to be sent to Miss Mary Howell, Collections and Securities Activity (3BCCRC), Finance Division, Regional Office Building.
4. Page 8 -- hand carry to Mr. Roy Cahoon's office, Main Treasury Building, in an envelope addressed to: Director of the Mint, Department of the Treasury, Washington, D.C. 20220.
5. After delivery of the gold has been acknowledged on page 6 by the purchaser, the custodian is to return that copy to Metals Branch to close the file. It will be filed in contract file following its receipt in Metals Branch.

Information

A more complete understanding of the functions of the various parts of the CS Form 27 may be gained from the following:

<u>Page</u>	<u>Function</u>
1	Becomes purchaser's evidence of award and a contract. It is for his record.
2	Goes to purchaser who then uses it to transmit his payment to the Government. It acts as an invoice for payment prior to delivery and by its return with check it identifies the reason for the check. Region 3, Collections, will surrender it to Treasury with purchaser's check. Treasury will use it in its records.
3	Our copy.
4	Region 3 will deliver to Treasury with check. Treasury will use in its records.

The modernization of manufacturing methods at the Denver Mint since World War II has resulted in an increase in capacity per shift of several times the amount which the building, including the 1946 addition, was designed to accommodate. This has caused a crowding of storage and shipping and receiving facilities. Over twelve years ago Denver Mint officials began asking for additional land for construction to alleviate these conditions.

During the last seven years it has been necessary for the Denver Mint to work additional shifts, and it is now on a program of three shifts, six days per week. This increased production, of course, has not only further overcrowded storage and shipping and receiving facilities, but has shown the need for additional production space.

The Bureau of the Mint adopted the policy of acquiring additional land and at this time the Federal Government owns the entire Mint block. Although the General Services Administration has leased two units of the land for parking lots, the leases can be

terminated within 30 days. As late as the summer of 1961, after the present National Administration had come into office, the Bureau of the Mint asked the General Services Administration to acquire the last part of the Mint block for the purpose of building an addition immediately. The increasing demand for coins and the lack of space in which to expand was cited as the reason for immediate acquisition of the remainder of the block.

Before expansion plans could be implemented it was decided in Washington to have a management survey, and the contract was given to Arthur D. Little, Inc. Bureau of the Mint officials explained that while the operating officials in the Mints would undoubtedly know best how production expansion could be accomplished, the management survey recommending additional construction would cause Congress to provide necessary funds. Denver Mint officials were also assured that no action would be taken on the management survey report until it had been thoroughly analysed by operating officials in the Mints.

Representatives of the Little company spent only

a total of four days in connection with the preparation of their \$65,000 report. Denver Mint officials were astonished at the brevity of the time spent in Denver and were eager to see and analyze the survey report.

About the middle of February 1963 the story broke in the press that the Little report had been presented, that both Denver and Philadelphia were to be closed and a new Mint built. Then began a series of garbled and conflicting newspaper accounts with assurances that the Denver Mint was not to be closed and that some vague type of expansion was even being considered.

A few days after the story broke, the Treasury Department sent a Bill to Congress asking for authority to expand minting facilities. This Bill was transmitted by letter explaining that the plan was to build a new Mint in Philadelphia. The letter mentioned no expansion elsewhere. At the same time the Bureau of the Mint forwarded copies of the Little report to the Denver Mint and invited comments. Although it appeared that the decision with respect to expansion had already been made, Denver Mint officials did evaluate the Little report and pointed out fallacies

in the report which placed serious doubt upon its value as a basis for decision with respect to the expansion of production facilities. A basic and fatal error in the Little report was its assumption that since 70% of the country's population lived closer to Philadelphia than to Denver, the coin needs of that 70% could be supplied at a lower transportation cost by Philadelphia. This completely ignored the unique and favorable position of Denver with respect to truck shipments to the east. The truck rate to Louisville from both Denver and Philadelphia are the same; west of that point shipments from Denver are cheaper. Roughly speaking, one-half of the country's population can be served by the Denver Mint at a lower transportation cost than from the Philadelphia Mint.

Had the proper evaluation been made of transportation rates, the Little report might well have recommended that manufacturing facilities at Denver be increased so that it would be able to take care of at least one-half of the large and growing coin demand predicted for the future.

Another of the serious errors made in the Little report is to assume that construction costs in Denver and in Philadelphia are the same. The Denver Chamber of Commerce has cited facts to prove that the construction cost at Denver is only two-thirds of that at Philadelphia.

The Little report failed to note or evaluate other advantages at Denver such as more favorable wage rates and the higher level of productivity of labor. Factors such as these are always considered whenever an industrial concern is studying various sites for their plants.

Three types of building expansion at the Denver Mint have been considered by Denver Mint officials. They will be listed in order of preference:

1. A sufficiently large building addition to house a second coinage production line, supply critically needed storage space and an adequate dock. Such an addition would cost from one million to one and a half million dollars. This is the type of addition which the Denver Mint has recommended.

Such an addition could be built and equipped in a much shorter time than a new Mint at Philadelphia. It probably would not require much more time to construct than the other two types of addition which have been considered.

In Congressional hearings the Bureau of the Mint indicated that this type of addition should only be built in Denver as a "long range" expansion.

2. Another type of addition would be smaller and would house only one more rolling mill, an annealing furnace and supporting equipment to balance the increase in production. It was pointed out by the Bureau of the Mint in Congressional hearings that the disadvantage of this type of addition at this time is that the third mill would have to be integrated into the production line with the two rolling mills in the present building and that the integration of this production equipment with that now on hand would seriously interfere with regular coinage production at the Denver Mint and would probably halt it entirely for a period of time.

This smaller addition would take practically as long to build as the larger one, would not produce

additional coins as fast, and would block future expansion.

3. The third type of expansion considered is the worst one of the lot. In speaking of this addition during the Congressional hearings the Bureau of the Mint referred to it as a "shed," and said that it would be constructed of cinder block. Leaving aside aesthetic considerations and, undoubtedly, adverse public opinion, this third type of addition would be of limited value. It would house only a small amount of annealing furnace equipment. It would add nothing to basic shift production capacity. Its only advantage would be to supply sufficient blanks so that the Denver Mint could stamp coins on the seventh day each week.

Because of the heavy pounding which Denver Mint coinage machinery has received over the last few years due to extra shifts and overtime, it is not considered wise to attempt production operations seven days per week. Even the present six-day operation results in "down" time for machinery and requires mechanics to do their maintenance on the machinery on Sunday. Under seven-day operation on a three shift

basis, time spent by mechanics would all be "down" time for the machinery on which they were working.

A very serious objection to this "shed," as well as the second addition described above, is that it would serve to block proper and adequate expansion of the Denver Mint thereafter.

Unfortunately, in its desire to get a rapid increase in production from the Denver Mint, the House Appropriations Sub-Committee has approved an appropriation of \$125,000 to build this "shed." Congress should be persuaded to substitute a fuller fledged addition for this "shed."

4. The fourth type of "expansion" was recommended by the Little report, but the Bureau of the Mint properly opposed it in Congressional hearings.

This "expansion" would close the Mint refinery and force production equipment into an already overcrowded plant. It would ruin the efficiency of the present coinage operation.

As it stands now it appears that the Bureau of the Mint has, in fact, made no recommendation to Congress for an addition to the Denver Mint. The reason given

for this situation is that Congress itself must decide. It is believed that all of the misunderstanding which has existed, the rumors which have been flying and unfortunate publicity which has taken place since the Little report was presented, could be cleared away if the Bureau of the Mint would request a suitable addition to the Denver Mint at this time. Such a recommendation should be specific.

S. 874 was introduced by the Bureau of the Mint for the general purpose of new construction to expand coinage. However, the only purpose stated by the Bureau in submitting the Bill was to build a new Mint at Philadelphia.

If an addition at Denver is delayed until after the new Philadelphia Mint is built, the first result will be that Denver employees on extra shifts will lose their jobs. It would be easy then, in its weakened and less efficient position, to close it as the San Francisco Mint was closed.

Since the Bureau of the Mint has committed itself publically in favor of a new Mint at Philadelphia, it would seem that it would be no less forthright in making clear its position with respect to Denver.

An addition to the Denver Mint sufficient in size to house a second coinage production manufacturing line has the following advantages:

1. Construction of this addition can be completed and it can be put into operation several years before a new Philadelphia Mint with new processes and different machinery can be put into operation.

2. Construction costs at Denver are about two-thirds of those at Philadelphia.

3. An expansion of basic capacity at Denver will permit it to meet at least half of the coinage demand in forthcoming years. It can thus serve that half of the population where it enjoys more economical transportation costs.

4. It will enable the Denver Mint to produce coins at even lower costs than at present and will let the national budget have the advantage of more favorable pay rates and more productive labor.

5. It can be constructed without interfering in any way with the presently needed production at the Denver Mint.

6. It need not interfere with any deserved expansion at Philadelphia.

RATES FOR STRAIGHT OR MIXED SHIPMENTS OF PENNIES AND NICKELS
(MINOR COIN) IN BAGS FROM DENVER COLORADO MINT TO
FEDERAL RESERVE BANKS IN CITIES SHOWN

Rea

FROM DENVER, COLORADO

TO	5,000 Pounds	10,000 Pounds	15,000 Pounds	20,000 Pounds	30,000 Pounds
RATES PER 100 POUNDS					
Atlanta, Ga.....	\$5.90	\$4.78	\$3.78	\$3.44	\$3.15
Baltimore, Md.....	6.62	5.37	4.26	3.23	2.60
Birmingham, Ala.....	5.58	4.50	3.56	2.88	2.73
Boston, Mass.....	7.08	5.75	4.56	3.45	2.77
Buffalo, N.Y.....	5.84	4.72	3.74	2.93	2.41
Charlotte, N.C.....	6.95	5.55	4.40	4.33	3.83
Chicago, Ill.....	4.52	3.63	2.86	2.25	1.69
Cincinnati, Ohio.....	5.32	4.29	3.39	2.58	2.10
Cleveland, Ohio.....	5.44	4.39	3.47	2.63	2.14
Dallas, Texas.....	4.19	3.20	2.52	1.98	1.60
Detroit, Mich.....	5.30	4.28	3.38	2.65	2.26
El Paso, Texas.....	4.35	3.48	3.25	2.57	1.85
Helena, Mont.....	4.93	4.60	4.42	3.82	3.37
Houston, Texas.....	4.73	3.79	3.00	2.43	2.01
Jacksonville, Fla.....	6.85	5.21	4.65	4.30	4.28
Kansas City, Mo.....	3.81	3.03	2.09	1.57	1.42
Little Rock, Ark.....	5.34	4.31	3.31	2.49	2.02
Los Angeles, Calif.....	5.43	4.38	3.97	3.41	2.78
Louisville, Ky.....	5.52	4.46	3.43	2.58	2.10
Memphis, Tenn.....	5.03	4.05	3.20	2.43	2.00
Minneapolis, Minn.....	4.51	3.61	2.85	2.39	2.00
Nashville, Tenn.....	5.29	4.26	3.37	2.99	2.75
New Orleans, La.....	5.86	4.74	3.76	3.02	2.23
New York, N.Y.....	6.78	5.50	4.36	3.30	2.69
Oklahoma City, Okla.....	3.98	3.17	2.50	1.97	1.50
Omaha, Neb.....	3.46	2.74	2.13	1.60	1.39
Philadelphia, Pa.....	6.66	5.40	4.29	3.24	2.64
Pittsburgh, Pa.....	5.91	4.78	3.79	2.96	2.35
Portland, Ore.....	5.19	4.18	4.00	3.84	3.22
Richmond, Va.....	6.92	5.62	4.46	3.93	3.21
Salt Lake City, Utah.....	3.56	2.82	2.52	2.37	1.94
San Francisco, Calif.....	5.17	4.16	3.79	3.40	2.78
St. Louis, Mo.....	4.41	3.53	2.79	2.19	1.65
St. Paul, Minn.....	4.54	3.63	2.87	2.39	2.00

SEATTLE
WASH., D.C.

The charge for a shipment of lesser weight must not exceed the charge at rates published herein for specified greater weights.

RATES FOR STRAIGHT OR MIXED SHIPMENTS OF PENNIES
AND NICKELS (MINOR COIN) IN BAGS FROM
PHILADELPHIA PENNSYLVANIA MINT TO
FEDERAL RESERVE BANKS IN CITIES SHOWN

REA

FROM PHILADELPHIA, PENNSYLVANIA

TO	5,000 Pounds	10,000 Pounds	15,000 Pounds	20,000 Pounds	30,000 Pounds
R A T E S P E R 1 0 0 P O U N D S					
Atlanta, Ga.....	\$4.23	\$3.15	\$2.44	\$1.99	\$1.52 ✓
Baltimore, Md.....	2.94	2.08	1.09	1.02	.85 ✓
Birmingham, Ala.....	4.71	3.55	2.74	2.24	1.70 ✓
Boston, Mass.....	3.12	2.25	1.19	1.12	1.01 ✓
Buffalo, N.Y.....	3.33	2.43	1.38	1.22	1.12 ✓
Chicago, Ill.....	4.32	3.23	2.50	2.04	1.56 ✓
Cincinnati, Ohio.....	4.02	3.00	2.30	1.87	1.41 ✓
Charlotte, N.C.....	3.66	2.70	1.85	1.67	1.23 ✓
Cleveland, Ohio.....	3.57	2.63	2.00	1.64	1.18 ✓
Dallas, Texas.....	6.42	4.98	3.88	3.21	2.58 ✓
Denver, Colorado.....	6.93	5.40	4.22	3.49	2.75 ✓
Detroit, Michigan.....	3.87	2.88	2.20	1.79	1.33 ✓
El Paso, Texas.....	7.62	6.00	4.70	3.91	3.14 ✓
Helena, Montana.....	7.95	6.25	4.90	4.08	3.27 ✓
Houston, Texas.....	6.63	5.18	4.04	3.35	2.68 ✓
Jacksonville, Fla.....	4.53	3.40	2.64	2.14	1.68 ✓
Kansas City, Mo.....	5.58	4.28	3.32	2.72	2.06 ✓
Little Rock, Ark.....	5.61	4.33	3.36	2.77	2.17 ✓
Los Angeles, Calif.....	9.42	7.48	5.88	4.90	4.01 ✓
Louisville, Ky.....	4.38	3.30	2.54	2.07	1.53 ✓
Memphis, Tenn.....	5.37	4.10	3.18	2.61	1.98 ✓
Minneapolis, Minn.....	5.55	4.25	3.30	2.70	2.05 ✓
Nashville, Tenn.....	4.95	3.78	2.92	2.40	1.83 ✓
New Orleans, La.....	5.40	4.15	3.32	2.65	2.06 ✓
New York, N.Y.....	2.94	2.08	1.09	1.02	.85 ✓
Oklahoma City, Okla.....	6.45	5.00	3.92	3.25	2.53 ✓
Omaha, Nebraska.....	5.67	4.35	3.38	2.77	2.10 ✓
Pittsburgh, Pa.....	3.18	2.30	1.74	1.39	1.04 ✓
Portland, Ore.....	9.54	7.25	5.96	4.96	4.08 ✓
Richmond, Va.....	3.09	2.20	1.51	1.34	.93 ✓
San Antonio, Tex.....	6.87	5.35	4.20	3.49	2.81 ✓
St. Louis, Mo.....	4.77	3.60	2.78	2.28	1.78 ✓
San Francisco, Calif.....	9.69	7.70	6.06	5.03	4.07 ✓
Salt Lake City, Utah.....	7.89	6.20	4.86	4.05	3.24 ✓
Seattle, Wash.....	9.39	7.45	5.86	4.88	4.00 ✓
Spokane, Wash.....	8.67	6.85	5.38	4.49	3.63 ✓
Washington, D. C.....	2.73	1.93	1.15	1.09	.90 ✓

The charge for a shipment of lesser weight must not exceed the charge at rates published herein for specified greater weights.

ATTACHMENT

**RATES FOR STRAIGHT OR MIXED SHIPMENTS OF PENNIES AND NICKELS
(MINOR COIN) IN BAGS FROM DENVER COLORADO MINT TO
FEDERAL RESERVE BANKS IN CITIES SHOWN**

TO	FROM DENVER, COLORADO			
	REA Express 20,000 Pounds	Motor Carrier 20,000 Pounds	REA Express 30,000 Pounds	Motor Carrier 30,000 Pounds
Atlanta, Ga.	\$3.44 ✓	\$ --	\$3.15	\$2.54 ✓
Baltimore, Md.	3.23 ✓	3.32	2.60 ✓	2.66
Birmingham, Ala.	2.88 ✓	3.01	2.73	2.34 ✓
Boston, Mass.	3.45 ✓	3.54	2.77 ✓	2.83
Buffalo, N. Y.	2.93 ✓	3.03	2.41 ✓	2.47
Charlotte, N. C.	4.33 ✓	--	3.83	2.84
Chicago, Ill.	2.25 ✓	2.29	1.69 ✓	1.69 ✓
Cincinnati, Ohio	2.58 ✓	2.63	2.10 ✓	2.16
Cleveland, Ohio	2.63 ✓	2.69	2.14 ✓	2.20
Dallas, Texas	1.98 ✓	2.01	1.60 ✓	1.65
Detroit, Mich.	2.65 ✓	2.67	2.26	2.15 ✓
El Paso, Texas	2.57 ✓	2.17 ✓	1.85	1.80 ✓
Helena, Mont.	3.82 ✓	3.92	3.37	3.13
Houston, Texas	2.43 ✓	2.29 ✓	2.01	1.88
Jacksonville, Fla.	4.30 ✓	4.34	4.28	2.84 ✓
Kansas City, Mo.	1.57 ✓	1.61	1.42	1.39 ✓
Little Rock, Ark.	2.49 ✓	2.51	2.02	2.01 ✓
Los Angeles, Calif.	3.41 ✓	3.49	2.78 ✓	2.84
Louisville, Ky.	2.58 ✓	2.63	2.10 ✓	2.16
Memphis, Tenn.	2.43 ✓	2.51	2.00 ✓	2.01
Minneapolis, Minn.	2.39 ✓	2.44	2.00 ✓	2.05
Nashville, Tenn.	2.99	#2.81 ✓	2.75	2.28 ✓
New Orleans, La.	3.02	2.66 ✓	2.23	2.18 ✓
New York, N. Y.	3.30 ✓	3.38	2.69 ✓	2.75
Oklahoma City, Okla.	1.97	1.86 ✓	1.50 ✓	1.54
Omaha, Neb.	1.60 ✓	1.61	1.39 ✓	1.39
Philadelphia, Pa.	3.24 ✓	3.36	2.64 ✓	2.70
Pittsburgh, Pa.	2.96 ✓	3.00	2.35 ✓	2.41
Portland, Ore.	3.84 ✓	3.93	3.22 ✓	3.28
Richmond, Va.	3.93 ✓	--	3.21	2.84 ✓
Salt Lake City, Utah	2.37 ✓	2.43	1.94 ✓	2.00
San Francisco, Calif.	3.40 ✓	3.49	2.78 ✓	2.84
St. Louis, Mo.	2.19 ✓	2.20	1.65	1.60 ✓
St. Paul, Minn.	2.39 ✓	--	2.00 ✓	--

The charge for a shipment of lesser weight must not exceed the charge at rates published herein for specified greater weights.

* - 28,500 lbs.

- 22,500 lbs.

Fiscal Years 1961 and 1962

	Philadelphia		Denver		Total
	1962	1961	1962	1961	
1 - Coinage M Pieces	711,970.0	729,660.0	1,832,697.2	1,799,811.9	
Melting	0.31	0.31	0.19	0.21	
Rolling and Blanking	.19	.23	.14	.15	
Annealing and Cleaning Blanks	.04	.04	.03	.03	
Upsetting	.02	.03	.02	.02	
Selecting	---	---	.01	.01	
Stamping	.18	.20	.13	.13	
Counting	.06	.06	.06	.06	
Total	.80	.87	.56	.60	
2 - Coinage M Pieces	(1) 61,16.0	(2) 72,708.0	270,636.7	135,121.3	
Melting	.63	.59	.43	.43	
Rolling and Blanking	.50	.48	.40	.42	
Annealing and Cleaning Blanks	.09	.08	.07	.08	
Upsetting	.04	.05	.03	.03	
Selecting	.01	---	.01	.01	
Stamping	.28	.25	.26	.25	
Counting	.10	.10	.08	.07	
Total	1.65	1.55	1.27	1.29	
3 - Coinage M Pieces	80,540.0	108,600.0	288,801.7	194,662.0	
Melting	.37	.39	.20	.22	
Rolling and Blanking	.35	.40	.22	.23	
Annealing and Cleaning Blanks	.03	.04	.03	.04	
Upsetting	.03	.04	.03	.03	
Selecting	.07	.08	.04	.05	
Automatic Weighing	.01	.01	---	---	
Stamping	.22	.24	.16	.15	
Counting	.07	.06	.05	.05	
Total	1.15	1.26	.73	.76	
4 - Coinage M Pieces	45,112.0	29,044.0	125,601.0	43,088.2	
Melting	.83	.89	.45	.50	
Rolling and Blanking	.74	.87	.46	.49	
Annealing and Cleaning Blanks	.08	.09	.08	.10	
Upsetting	.05	.06	.04	.05	
Selecting	.13	.19	.09	.11	
Automatic Weighing	.01	.02	.09	.07	
Stamping	.44	.38	.28	.30	
Counting	.13	.12	.10	.13	
Total	2.41	2.62	1.59	1.74	
5 - Coinage M Pieces	(3) 14,352.0	2,014.0	28,897.3	14,011.7	
Melting	1.44	1.07	.86	.96	
Rolling and Blanking	1.24	1.21	.87	.96	
Annealing and Cleaning Blanks	.15	.11	.16	.18	
Upsetting	.10	.09	.07	.09	
Selecting	.35	.43	.16	.24	
Automatic Weighing	.02	.01	.24	.31	
Stamping	.42	.59	.40	.43	
Counting	.26	.18	.23	.22	
Total	3.98	3.59	2.69	3.19	

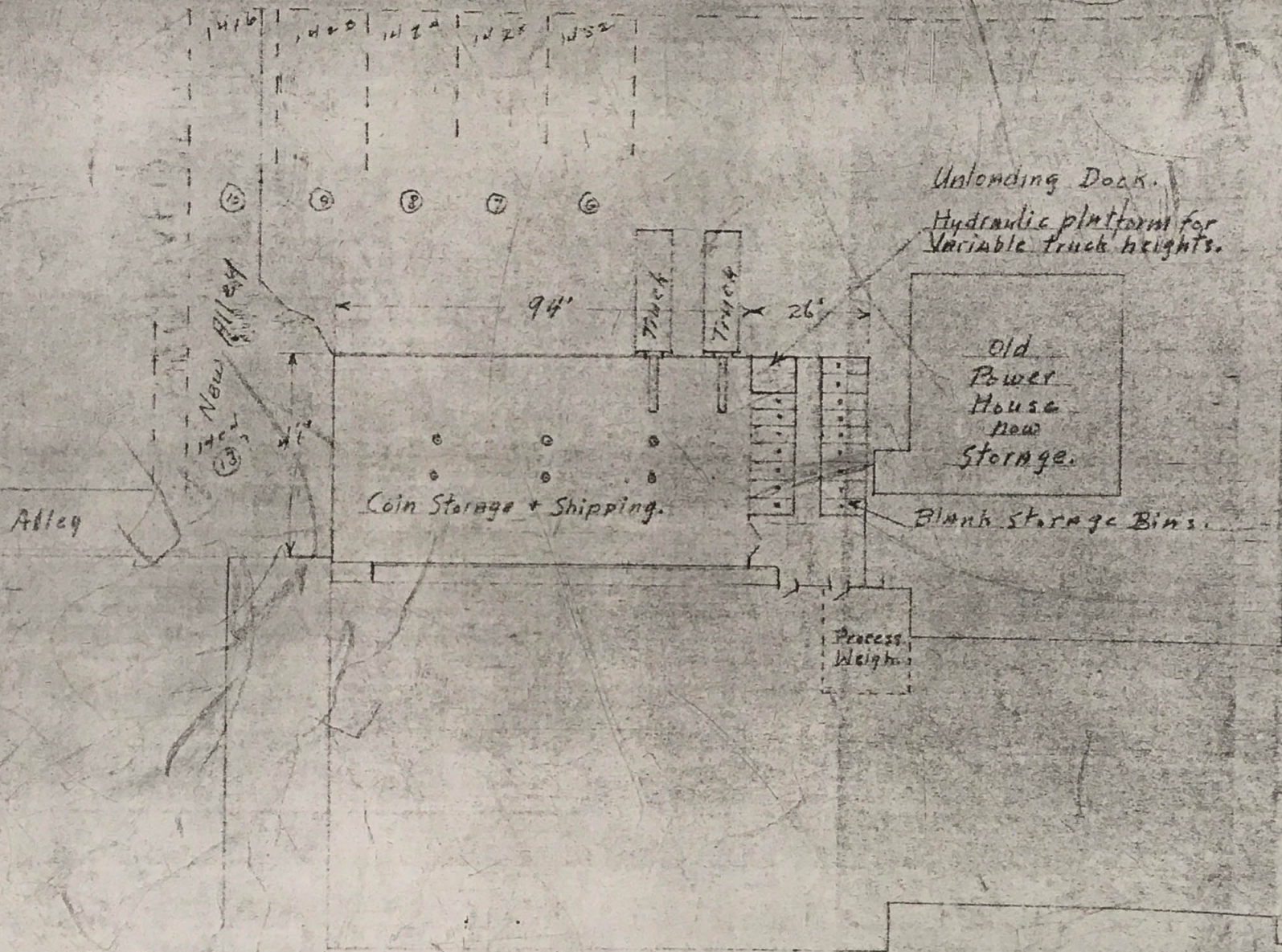
- (1) Includes Denver cost of melting and rolling for approximately 15,677,000 five-cent blanks.
 (2) Includes Denver cost of melting and rolling for approximately 12,830,000 five-cent blanks.
 (3) Includes Denver cost of melting and rolling for approximately 2,090,000 half dollar blanks.

Philadelphia

Denver

	1960	1961	1962	1961
George M. Plesser	711,970.0	729,660.0	1,832,627.2	1,799,811.9
Minting	0.31	0.31	0.19	0.21
Rolling and Blanking	.19	.23	.14	.15
Annealing and Cleaning Blanks	.04	.04	.03	.03
Upsetting	.02	.03	.02	.02
Selecting	---	---	.01	.01
Stamping	.18	.20	.13	.13
Counting	.06	.06	.06	.06
Total	.00	.87	.56	.60
George M. Plesser	(1) 61,216.0	(2) 72,708.0	270,636.7	135,191.3
Minting	.63	.59	.43	.43
Rolling and Blanking	.50	.48	.40	.42
Annealing and Cleaning Blanks	.09	.08	.07	.08
Upsetting	.04	.05	.03	.03
Selecting	.01	---	.01	.01
Stamping	.28	.25	.26	.25
Counting	.10	.10	.08	.07
Total	1.65	1.55	1.27	1.29
George M. Plesser	80,540.0	108,600.0	268,801.7	194,662.0
Minting	.37	.39	.20	.22
Rolling and Blanking	.35	.40	.22	.23
Annealing and Cleaning Blanks	.03	.04	.03	.04
Upsetting	.03	.04	.03	.03
Selecting	.07	.08	.04	.05
Automatic Weighing	.01	.01	---	---
Stamping	.22	.24	.16	.15
Counting	.07	.06	.05	.05
Total	1.15	1.26	.13	.16
George M. Plesser	45,112.0	29,044.0	125,601.0	43,088.2
Minting	.81	.89	.45	.50
Rolling and Blanking	.74	.87	.46	.49
Annealing and Cleaning Blanks	.08	.09	.08	.10
Upsetting	.09	.06	.04	.05
Selecting	.13	.19	.09	.11
Automatic Weighing	.01	.02	.09	.07
Stamping	.44	.38	.28	.30
Counting	.13	.12	.10	.13
Total	2.41	2.52	1.29	1.14
George M. Plesser	(3) 14,352.0	2,014.0	26,007.3	14,011.7
Minting	1.24	1.07	.86	.96
Rolling and Blanking	1.24	1.21	.87	.96
Annealing and Cleaning Blanks	.15	.11	.16	.18
Upsetting	.10	.09	.07	.09
Selecting	.25	.43	.16	.24
Automatic Weighing	.02	.01	.24	.31
Stamping	.42	.59	.40	.43
Counting	.26	.18	.23	.22
Total	3.29	3.59	3.00	3.39

- (1) Includes Denver cost of minting and rolling for approximately 15,677,000 five-cent blanks.
 (2) Includes Denver cost of minting and rolling for approximately 19,830,000 five-cent blanks.
 (3) Includes Denver cost of minting and rolling for approximately 2,000,000 half dollar blanks.



9 3.8 0

1 8.0 0

2 7 6

9.2 1

1.9 6

4 7.7 8

2 1.0 0

1.2 6

2 6 4

1 9.4 7

1 0.0 0

8.0 0

6 4.7 4

5.7 6

3 5 0

1 2.0 0

2 1.8 0

3 4 3.6 8 *

6.5 1

3.0 0

5.0 6

4.2 5

5.0 4

4.0 0

4.0 0

1 0.0 0

2.4 0

1 5.6 0

7.4 5

8.0 0

1 6.5 0

1 7.3 6

2 3.4 0

1 3 2 5 7 *

T7fg. Space Requirements.

2

	Space.		59. ft.
Rolling Room	#105	RECEIVED	9380
Annealing Room	#106		1800
" " Vault	#107	MAR 11 1963	276
Process Weigh	#108	ASSISTANT SUPERINTENDENT	921
" " Vault	#102	U. S. MINT AT DENVER	196
Press Room	#100		4778
" " Balcony	(#100)		2100
" " Vault	#102		126
" " Vault	NW		264
Count-Wt.			1947
" " Vault "E"			200 (1)
Auto Scales			1000
Corridor Auto scales to Ct. Wt			800
Ingot Melt Room	#204		6474
Transfer Room	#203		576
" " Vault	#202		350
Ingot storage refinery			1200
Assay Dept			2180
Sack room 160 + 840			1000 (2)
			34,368
			200 (1)
			34,568
			1,000 (2)
			35,568

Basement. Mfg. Space Requirements.

RECEIVED

SPACE.

Sq. ft.

M+R Make-up	# 11	MAR 11 1963	651
" Storage Vault	# 12	ASSISTANT SUPERINTENDENT	300
" Transfer	# 8	U. S. MINT AT DENVER (platform level)	506
Metal storage	# 7		425
" storage	# 5	Cu-Zinc	504
" storage Make-up + Nix	# 6		400
Old roll room	Silver storage		400
Room 15+16 Blank storage + Silver			1000
West corridor Nix + shipping trucks	# 6		240
"R" Vault coin storage			1560
"R" " shipping area space			745
Corridor 1906, from #15+16			800
"I" Vault Cashier coin storage			1650
M+R H.F. Generator room	# 13		1736
Receiving dock Nix-Zinc + Silver	# 1		2340
M+R Vault Corridor. "F"		200	

13,257

43,560 sq ft/Acre.

3/6/63.

Mint Grounds.

Area between W 14th Ave + Colfax Ave and
Cherokee St + Delaware St.

Total Area land	146,882 sq. ft.
	3.35 Acres

Area one floor Mint building	37,335 sq. ft.
4 floors	149,340 sq. ft.
or	3.42 Acres.

Available for expansion.

First floor	65,424 sq. ft.
Basement	65,424 sq. ft.
Total	130,848
Acres	3.0

1904 Bldg	17,000
1936 "	5,525
1946 "	14,810
	37,335

3/8/63.

Production Area's.

	Sq. Ft.
Make-up Basement	1156
Ingot Melt Room 2 nd floor	6474
Transfer room 2 nd floor	576
Generator Room	1736
Rolling Room	9380
Annealing Room	1800
Process Wt	921
Press Room	4778
Balcony Press room	2100
Count-Weigh	1947
Auto Scales	1000

312

act

212' x 100'

2 story

216

160

$$\begin{array}{r} 212 \\ \times 100 \\ \hline 21200 \\ \times 2 \\ \hline 42400 \end{array}$$

Memo

2/25/63

To, MTT Reddish.
From Jamieson.

Re: cost of heavy type
manufacturing building, basement
and first floor will be approximately
\$31.00 per square foot, with granite
trim.

With granite facing it will
run some what more.

70,700 sq. ft. Max expansion.

Xtra copies of ADL Report

✓ Joining

✓ M & R

✓ B & M.

✓ Cash & Dep.

✓ Acctg

✓ Mr. Monahan

✓ Personnel

COMPANIES DOING BUSINESS WITH KNUFF

(G. H. in 1849 - Since 1855 checked)

31-6

McCormick, Lumber & Shipbuilding Co

Telegraph. Telegraph C.

See Hoffman &

Common Optical Symbols

Koch & Koch

De la. Anne Simon

Truckhard & Hill Co. X

Ernest Ethelred Rogers

Political Paper & Supplies

Charles Fallon

C. G. Riva. Inc.

Crucible Alcl. X

Chemical Notes

Capital Office August

Almanac Forward

Forney & Company Co.

Wm. L. Perry Co. X

Consolidated Puerto C.

Colledge Anna Maria Ford &

Am. Banking Co.

Henry Van Alen

Reinhold Messner

Strophomena *capax*

scritto me

Wm. J. H. & Co. Exporters

2 Pence Key & Lock

Robt Allen Anggren &

Edgar Allan Poe

Eschenon, Du & E. Equival

Erstatmen Kodak Brown

For M. H. XX

Forster Circle, August 1891

Frantz Kumbien

Frieden, Calcutta, 4.

Factor & Printing Co

Fort Lee

Julius K. L. Co.

General Electric Co

G. E. Luzzley Esq.

German Paper & Bindings

Heinrich Co

Hark Engineering

Helen E. Campbell

10/10/10

Verdammte Dummheit.

Worms & 3rd stage XX

Weeks Brush Co
 Wheel C. F. & Co
 Wilmette Rubber Supply
 J. B. M.
 Wilsons Menville Coys.
 Wisconsin Supply Co. X
 Woodruff J. C. & Co Equipment
 Jay & Cox
 Kalybe Bros.
 Kellogg Lumber Co
 Kramers Co (C. J. Kramers)
 Leeds & Northrup
 Linder Lumber Co
 Luelin Coys.
 Lumber Trucking & Sales Machine
 Lumber Works Inc
 Mayer Hardware
 Mead Goods Co.
 Minneapolis Hardware
 Milwaukee Steel & Iron Co. X
 Miners Supply Supply XX
 J. Nash & Sons
 Merchant Co. Wash. Co

Monroe Calculating Machine
 Moore Hardware
 Multigraph Sales Co.
 Murray Sales Co.
 M. Corns Supply &
 M. Kellogg - C. F.
 M. M. M. M. M. M. M.
 M. P. P. P. P. P. P.
 National Paints & Varnishes
 Noesen C. A. Machine
 Needhams Hardware Co.
 Olin Electric
 Office Equipment Co.
 Oregon Lumber Co.
 Paxton Lumber Co.
 Peterson - E. D. Supply Co.
 Pittsburgh Plate Glass X
 Plastocrasts Inc.
 Pinalister Electric Co. X
 Remington Rand Co.
 Royal Typewriter
 R. S. P. P. P. P. P.
 Royal Electric Co.

March 7, 1963

Common Carriers hauling coin from Denver Mint.

Buckingham Freight Line

Burlington Freight Line

✓ Denver-Chicago Freight Line
✓ *CONSOLIDATED FREIGHT LINES*
Garrett Freight Line

Highway Motor Line

✓ Interstate Motor ~~Freight~~ Line

✓ Interstate Motor System

Merchants Freight Line

✓ Navajo Freight Line

Independent Motor Line

✓ Pacific Intermountain Express

✓ Ringsby Freight Line

Rio Grande Line

Red Ball ~~Freight Line~~ Transportation

Watson Freight Line

Wheelock Freight Line

Sooner Freight Line

Midwest-Emery Freight Line

Red Ball Motor Freight

✓ Armored Motor Service, Denver

~~Armored Motor Service, Trenton~~

Morgan Transfer Co.

Gallagher Transfer Co.

RATES

PENNIES - NICKELS

TO:	FROM:		WEIGHT:
	DENVER	PHILADELPHIA	
Atlanta, Georgia	254	181	30,000 Pounds
Chicago, Illinois	169	225	30,000 Pounds
Louisville, Kentucky	216	216	30,000 Pounds
New Orleans, Louisiana	218	391	30,000 Pounds
Detroit, Michigan	215	197	30,000 Pounds
Minneapolis, Minnesota	205	357	30,000 Pounds
St. Louis, Missouri	160	245	30,000 Pounds
Cleveland, Ohio	220	167	30,000 Pounds
Nashville, Tennessee	228	323	30,000 Pounds
Memphis, Tennessee	201	243	30,000 Pounds
Houston, Texas	188	285	30,000 Pounds

RATES

PENNIES - NICKELS

TO:	FROM:		WEIGHT:
	DENVER	PHILADELPHIA	
Atlanta, Georgia	254	181	30,000 Pounds
Chicago, Illinois	169	225	30,000 Pounds
Louisville, Kentucky	216	216	30,000 Pounds
New Orleans, Louisiana	218	391	30,000 Pounds
Detroit, Michigan	215	197	30,000 Pounds
Minneapolis, Minnesota	205	357	30,000 Pounds
St. Louis, Missouri	160	245	30,000 Pounds
Cleveland, Ohio	220	167	30,000 Pounds
Nashville, Tennessee	228	323	30,000 Pounds
Memphis, Tennessee	201	243	30,000 Pounds
Houston, Texas	188	285	30,000 Pounds

NAVAJO FREIGHT LINES, INC.

RATES

PENNIES - NICKELS

TO:	FROM:		WEIGHT:
	DENVER	PHILADELPHIA	
Atlanta, Georgia	254	181	30,000 Pounds
Chicago, Illinois	169	225	30,000 Pounds
Louisville, Kentucky	216	216	30,000 Pounds
New Orleans, Louisiana	218	391	30,000 Pounds
Detroit, Michigan	215	197	30,000 Pounds
Minneapolis, Minnesota	205	357	30,000 Pounds
St. Louis, Missouri	160	245	30,000 Pounds
Cleveland, Ohio	220	167	30,000 Pounds
Nashville, Tennessee	228	323	30,000 Pounds
Memphis, Tennessee	201	243	30,000 Pounds
Houston, Texas	188	285	30,000 Pounds

UNITED STATES
MINT
Denver, Colorado

Office Space	Total.....	7,770 square feet (Approx.)
--------------	------------	-----------------------------

Manufacturing	71,700
Lavatories and Showers	5,517
Storage	<u>14,785</u>
	92,002 square feet (Approx.)

Vaults	13,872 square feet (Approx.)
--------	------------------------------

UNITED STATES MINT
Denver, Colorado

ESTIMATED COST OF LAND FOR
U. S. MINT, DENVER, COLORADO

1906 Site		\$ 10,212.00
1935 "		30,000.00
1945 "		38,000.00
1950 "	Power House, etc.	<u>55,000.00</u>
Total.....		\$133,212.00

ESTIMATED ORIGINAL COST OF BUILDINGS

1906	Building, original	\$750,000.00
1937	Addition	341,405.00
1935	Addition	<u>1,058,423.00</u>
Total.....		\$2,149,828.00

Total Buildings and Site..... \$2,253,240.00

ORIGINAL COST OF MACHINERY AND EQUIPMENT
AS OF SEPTEMBER 30, 1954

Coining Division	\$869,902.50
Melting & Refining Division	376,183.72
Assay Division	24,552.41
Mechanical Division	262,904.01
Administrative	<u>91,222.04</u>
Total Equipment in Plant.....	\$1,624,764.70

EQUIPMENT IN STOCK.....\$1,559.23

Furniture and Fixtures:

Coining Division	\$2,685.76
Melting and Refining	6,250.03
Assay Division	1,557.02
Mechanical Division	1,345.51
Administrative	<u>9,782.58</u>
Total.....	\$21,620.90

Total Machinery and Furniture..... \$1,647,944.83

Expanded & diversified use of new e.g.:

Truck shipping

Materials handling improvements

remodeling of vaults

Copper pits

Windows

1. Ventilation & Heating & Noise

2. Raw materials cost & transportation

3. Space for storing (finished & raw materials),
receiving and shipping facilities

4.

COMPARISON OF COINAGE COSTS AND PRODUCTION

Fiscal Years 1946 and 1961

	<u>Philadelphia</u>		<u>Denver</u>	
	<u>Total Pieces</u>	<u>Cost per M Pieces</u>	<u>Total Pieces</u>	<u>Cost per M Pieces</u>
<u>Fiscal Year 1946</u>				
1¢	678,664,000	\$1.59	242,538,000	\$1.51
5¢	140,067,000	2.43	41,980,000	3.66
10¢	166,910,000	2.12	57,583,500	2.14
25¢	53,700,000	5.04	7,204,000	6.01
50¢	<u>8,550,000</u>	<u>8.23</u>	<u>5,823,600</u>	<u>8.31</u>
Total	1,047,891,000		355,129,100	
<u>Fiscal Year 1961</u>				
1¢	729,660,000	\$1.00	1,729,811,900	\$.68
5¢	72,708,000	1.79	135,191,300	1.47
10¢	108,600,000	1.43	194,662,070	.89
25¢	29,044,000	2.98	43,088,200	1.97
50¢	<u>2,014,000</u>	<u>4.21</u>	<u>14,011,718</u>	<u>3.84</u>
Total	942,026,000		2,116,765,188	

Notes

1. Depreciation costs not included
2. Includes administrative overhead costs, plus portion of Washington office cost.

Accounting Division
Bureau of the Mint
April 1962

UNITED STATES MINT
Denver, Colorado

ESTIMATED COST OF LAND FOR
U. S. MINT, DENVER, COLORADO

1906 Site		\$ 10,212.00
1935 "		30,000.00
1945 "		38,000.00
1950 "	Power House, etc.	<u>55,000.00</u>
Total.....		\$133,212.00

ESTIMATED ORIGINAL COST OF BUILDINGS

1906	Building, original	\$750,000.00
1937	Addition	341,405.00
1935	Addition	<u>1,058,423.00</u>
Total.....		\$2,149,828.00

Total Buildings and Site..... \$2,253,240.00

ORIGINAL COST OF MACHINERY AND EQUIPMENT
AS OF SEPTEMBER 30, 1954

Coining Division	\$869,902.50
Melting & Refining Division	376,183.72
Assay Division	24,552.41
Mechanical Division	262,904.01
Administrative	<u>91,222.04</u>

Total Equipment in Plant.....\$1,624,764.70

EQUIPMENT IN STOCK.....\$1,559.29

Furniture and Fixtures:

Coining Division	\$2,685.76
Melting and Refining	6,250.03
Assay Division	1,557.02
Mechanical Division	1,345.51
Administrative	<u>9,782.58</u>

Total..... \$21,620.90

Total Machinery and Furniture..... \$1,647,944.83

**UNITED STATES
MINE
Denver, Colorado**

Office Space Total..... 7,770 square feet (Approx.)

**Manufacturing
Lavatories and Showers
Storage**

**71,700
5,517
14,785**

92,002 square feet (Approx.)

Vaults

13,872 square feet (Approx.)

March 1963

DENVER MINT

ANNUAL PAYROLL:

Approximately \$2,000,000.00 year

SUPPLIES, ETC.:

Approximately \$500,000.00 year

NUMBER OF EMPLOYEES: 300-315

PURCHASE OF BASE METALS: \$5½ million year

PURCHASE OF GOLD AND SILVER BULLION: \$25 million year

PROFITS: \$40 million year

COINS MADE: 2½ billion pieces year (This is 70% - 75% of total U. S. production. In addition, Denver Mint supplies ingots and blanks to Philadelphia Mint for further processing.)

GOLD AND SILVER BULLION: \$2½ billion

WAGE RATES: Slightly below those at Philadelphia.

SHIPPING AREA: Ships now to all Federal Reserve Banks and Branch Banks in the country. Due to low "back-haul" rates can ship as far East as Louisville and Cincinnati at lower transportation rate than Philadelphia Mint; thus has transportation rate advantage to 5/6 of United States and half the population.

COIN MANUFACTURING UNIT COST: 30% less than Philadelphia Mint.



OFFICE OF SUPERINTENDENT
UNITED STATES MINT

TREASURY DEPARTMENT

UNITED STATES MINT SERVICE

DENVER 4, COLO.

September 18, 1963

CASH AND DEPOSITS DIVISION

Periodic Reports submitted to Washington, D.C.

Cash and Deposits Division Daily Statement of Assets and Liabilities. One copy to Director of the Mint; One copy to Board of Governors of the Federal Reserve System at Washington, D.C.

Daily telegram to Director of the Mint advising exact quantities of coin received from the Coining Division.

Report on Forfeited Gold (as purchased). To Director of the Mint.

Coinage Report (monthly, fiscal year and calendar year) showing all coin received, pyx replacements, shipments, coin sets received and sold, and balances of all denominations. To Director of the Mint.

End of month Activity Report to Director of the Mint, consisting of 3 sections, schedules 1, 2 and 3, showing all gold and silver acquired, bars manufactured during month, number of assays made, uncurrent coin purchased,

Report on Gold Exchanges to Director of the Mint.

End of month report, supported by forms TG-23, covering gold imported during month. To Director of the Mint.

End of month report to Bureau of Metal Statistics, New York, showing receipts of refined and unrefined bullion received.

End of month report covering checks issued, to the Check Accounting Division, Treasurer of the U.S., showing checks drawn on the bullion and minor coinage funds, supported by copies of checks issued.

Report on Review of Uncurrent Coin processed. To Director of the Mint; copy to Federal Reserve Bank.

Weekly report to Director of the Mint on misstrikes of coin, etc. found in spot reviews.

Weekly report to Director of the Mint as to sale, inventory, etc. of Uncirculated Coin Sets.

Shifts:

1. Write up orders
2. Put up shifts
3. List locks
4. Run PO Bills
5. Make PO Tags
6. " Exp "
7. Exp. Bills
8. Forms 12
9. PO tickets & Recap
10. Mail forms 12
11. Enter shipment in Blotter.

check Exp Bills for pay.

Upon receipt of his reply I will advise you further.

Very truly yours,

Moses E. Smith
Superintendent

P.



OFFICE OF SUPERINTENDENT
UNITED STATES MINT

TREASURY DEPARTMENT

UNITED STATES MINT SERVICE

DENVER, 2, COLO.

With reference to your communication regarding a shipment of burned coin, I have referred same to the Treasurer of the United States.

Upon receipt of his reply I will advise you further.

Very truly yours,

Moses E. Smith
Superintendent

P.

Time Off (Misc.)

Vacation time - (substitutions) men entitled off 26 days per year
(Entitled to use before June 30)

Settlement -

Surplus men assigned to other Divisions

Destruction of Records

Resocking Dollars

Loan men to Corner (Time _____)



TREASURY DEPARTMENT

UNITED STATES MINT SERVICE

DENVER, 2, COLO.

OFFICE OF SUPERINTENDENT
UNITED STATES MINT

With reference to your communication regarding a shipment of unfit coin, I have referred same to the Treasurer of the United States.

Upon receipt of his reply I will advise you further.

Very truly yours,

Moses E. Smith
Superintendent

P.

Outline:

1. CASHIER:

Supervisory work - Conferences - Keeps controls books 232, 233, 234. Writes checks. Answers correspondence - Management Imp. Program - Gold from M&R. Signs express bills, checks forms 12 - Checks work done in office. Write misc. letters. End of month reports. Monthly coinage report. Report to Acctg. Pcs recd. & shipped.

2. ASST. CASHIER:

Opens, closes vaults. In charge of uncurrent coin. Prepares forms 511, delivers to Coiner. Fills gold quotations & fills orders. Assists in writing checks - Cashier's misc. unfit coin lots - Fills in for Cashier. Receives gold bars from M&R. (Fine & Commercial)

3. CLERK (Peters):

Makes deposit calculations, completes warrants, - abstracting - fills in master copies, finenesses, etc. Posts deposit tickets to sources - Lists locks, issued post office billings - charge tickets - sorts locks - issued express bills. Fills in for Asst. Cashier. Blue Cross payments. Ditto forms. Audits express vouchers. End of month reports.

4. CLERK (Ahern):

~~Licks~~ Assists in above work. Prints shipping tags on Addressograph. Represents Cashier in checking shipments out to Carriers.

5. FOREMAN: (Schrock)

Supervises all shipping, receives deliveries of coin from Coiner - supervises stacking, keeping approved coin separate from ~~xxx~~ unapproved - Supervises review & separating of uncurrent coin. Receives & stacks gold bars from Refinery.

GUARDS' CAPS -- Contract Number TM-D-78-3

Tuxall Uniform Company
3704 Downing Street
Denver, Colorado 80205

1. Uniform Police Caps (winter and summer)
Navy Blue

\$10.95 each

Phone: 893-3017

DRAYAGE SERVICES -- Contract Number TM-D-78-4

United States Transfer
& Storage Company
4200 Garfield Street
Denver, Colorado 80216

Phone: 388-0851

1. Off load from rail car & stack on pallets,
copper ingots, bars, pigs, cathodes for
storage at Rocky Mountain Arsenal \$ 0.17 Cwt.
2. Off load from rail car & stack on pallets,
copper ingots, bars, pigs, cathodes for
delivery to the Denver Mint \$ 0.17 Cwt.
3. Off load from rail car & stack on pallets,
copper ingots, bars, pigs, cathodes for
delivery to Rocky Mountain Arsenal \$ 0.17 Cwt.
4. Load pallets of copper at Rocky Mountain
Arsenal and deliver to Denver Mint as
required \$ 0.19 Cwt.
5. Unload various metals and/or scrap in
boxes, barrels, pallets, skids from rail
car and deliver to Denver Mint. \$ 0.15 Cwt.
- ✓ 6. Off load from rail car and/or trailers
coinage metal strip for storage at Rocky
Mountain Arsenal \$ 0.15 Cwt.
7. Load skids of coinage metal strip at
Rocky Mountain Arsenal and deliver to
Denver Mint \$ 0.19 Cwt.
8. Diversion delivery charge from rail head
to Rocky Mountain Arsenal Storage facility
in lieu of Denver Mint. Contractor to
submit individual invoices for each delivery
to Rocky Mountain Arsenal \$ 0.04 Cwt.
9. Load pallets of minor coin at Denver Mint
and deliver to Building #362 Rocky Mountain
Arsenal. \$ 0.20 Cwt.

REMOVE ASHES & DEBRIS FROM MINT -- Contract Number TM-D-78-5

Dispos-A-Waste Rubbish Service
Post Office Box 26173
Denver, Colorado 80226

Phone: 623-1249

1. 4 - 2 cu.yd. containers mounted on wheels
to be furnished by contractor \$ 1.50 Cu. Yd.
 2. 1 - 2 cu.yd. container for scrap wood only
mounted on wheels to be furnished by
contractor \$ 1.50 Cu. Yd.
 3. 1 - 30 cu.yd. roll-off container to be
furnished by contractor for use at "south
dock" \$ 1.50 Cu. Yd.
- Containers to be picked up, unloaded and returned
same day as requested.

KEEP ALL PRODUCTION EQUIPMENT IN EXISTING BUILDING
AND REARRANGE IF NECESSARY

~~MOVE OUT FROM EXIST.
BLDG. COUNT REVIEW
OPERATION, REARRANGE
THE REMAINING EQUIP.~~

MOVE OUT FROM EXISTING BLDG.
1-CENT BLANKING, REARRANGE
OTHER EQUIPMENT AS REQUIRED

MOVE OUT OF EXISTING BLDG. ALL
BLANKING PRESSES, REARRANGE THE
REMAINING PRODUCTION EQUIPMENT

~~MOVE OUT FROM EXISTING BLDG.
UPSETTING OPERATION~~

~~MOVE OUT FROM EXISTING
BLDG. ANNEALING OPERATION,
REARRANGE THE REMAINING
EQUIPMENT~~

~~MOVE OUT ALL GOINING PRESSES FROM EXISTING
BLDG.; REARRANGE AS NECESSARY OTHER PRODUCT-
ION EQUIPMENT~~

~~MOVE OUT OF BLDG. SOME GOINING
PRESSES, REARRANGE AS NECESSARY
THE REMAINING PRODUCTION EQUIPMENT.~~

~~KEEP ALL PRODUCTION EQUIPMENT IN
EXISTING BLDG. BUT MOVE OUT OF EXISTING BLDG. IF NECESSARY, COUNT STORAGE~~

COIN FACE INSPECTION MACHINE

The American Machine & Foundry Company, under contract to the Treasury Department, Bureau of the Mint, has developed a Coin Face Inspection Machine. The purpose of this device is to automate the final quality control function in the coin production process. The machine feeds, inspects and separates acceptable coins from coins possessing optically detectable faults. These faults include, but are not limited to the following:

1. Abnormal size in any dimension
2. Cut off edges
3. Perforations
4. Tarnished or dark surfaces
5. Discolored surface (typically copper appearance)
6. Obverse-reverse mis-orientation
7. Worn die
8. Absence of selected key features
9. Wrong dies

The machine accepts coin from a batch type feeder and loads them singly into an intermittent indexing dial plate. Each coin is then sequentially indexed to four optical inspection modules. Each inspection module accomplishes its particular inspection task and electronically stores the result until the coin advances to the accept or reject station where it is appropriately ejected.

This high speed device is unique in automated inspection equipment in that modularization of subsystems has been utilized to the fullest extent possible. The purpose of such modularization is, of course, to facilitate electronics fabricated using easily accessible circuit cards but the optical subsystems are discreet machine elements as well.

The prototype Face Inspector is now undergoing field testing at the new United States Mint in Philadelphia. Significant parameters associated with the machine are as follows:

UNITED STATES GOVERNMENT

Memorandum

TO : Evelyn T. Davidson
Superintendent

DATE: June 6, 1978

FROM : Albert Vaitaitis
Electrical Engineer

SUBJECT: Industrial Noise Control Workshop, May 22-26, 1978, Dearborn, Mich.

The workshop was sponsored by the Society of Manufacturing Engineers. It was conducted by Mr. Bruce Fader, Senior Consultant of Donley, Miller & Nowikas, Inc., East Hanover, N.J. In addition to the obvious ability and knowledge of the instructor, the learning environment was enhanced by the small class size (a total of 17 students), well prepared reference materials requiring no extra effort to take notes, informal atmosphere, and the pleasant and isolated Dearborn Inn location. A typical day consisted of about 7 hours of instruction during which only the highlights of the course material, some 300 pages, were covered. One had to spend a few hours every night reading and solving problems.

About 10% to 15% of the time was allocated for noise control program planning; the rest of the time was devoted to technical phases, and included subjects of sound physics, instrumentation and measurements, sound control by absorption, transmission reduction (walls, barriers, enclosures), and a variety of other noise control techniques. The course, generally, was very well presented, interesting and easy. My only temporary stumbling block, due to the fact that I did not have a pocket calculator, turned out to be my "rusty" status to manipulate logarithms.

Of special interest was a short session on noise control planning. The subject included explanation of the OSHA law as it stands today, and also the pending proposed changes since 1974, which may be adopted and become a part of the law.

The present law limits one's exposure to noise level of 90 dbA for eight (8) hours. The proposed changes, if adopted, would limit the exposure to 85 dbA for 16 hours. Neither the present nor the proposed regulations require to silence the equipment to 90 dbA or 85 dbA levels, although silencing the equipment to said levels would satisfy the law, but would cost much more than necessary. As mentioned, 90 dbA exposure for 8 hours is permitted. But 91 dbA is all right for 6.96 hours, 92 dbA for 6.06 hours and so forth up to 115 dbA for 0.25 hours, so long as there is no other exposure above 89 dbA. Since most of the industrial situations involve exposures



to more than one level of noise, one has to tally up the total exposure which results from all the individual exposures for each employee in an average day to see if the law is complied with, or to find out how bad the situation is. It's the daily dosage that counts.

Getting a little into the technical end, the daily dosage, which should not exceed unity, is calculated as follows:

$$D1/P1 + D2/P2 + D3/P3 + \dots + Dn/Pn \leq 1,$$

where D is the duration of one's exposure in hours at a particular noise level, and P is the OSHA permitted daily exposure in hours at that noise level. The following hypothetical case illustrates the calculation procedure. Maximum permitted times can be obtained from tables or graphs.

A typical day for a punch press operator was found to be:

Location	Noise Level, dbA	Max. Permitted Time, P	Operator's Exposure Time, D	D/P
Observing die operation close to press	93	5.4	1	.19
Changing Strip	92	6.06	2	.33
Observing operation from distance	90	8.0	3.75	.47
Lunch, breaks and wash-up	below 90	---	1.25	---
Total Hrs.			8.0	.99

Since the sum of individual D/P ratios equals .99, which is less (not more) than unity (1), the OSHA requirement for this hypothetical operator is met.

Relating the knowledge gained at the workshop to the Denver Mint situation, and this may well apply to the Bureau of the Mint in general, the following comments may be in order.

1. A clear Bureau of the Mint policy in writing, establishing the intended OSHA compliance level (present or anticipated) is needed.
2. Responsibility should be assigned to one source. Presently the Office of Production, the Office of Safety and Security, and the Office of Technology are all working the problem without, it seems, a clear objective or leadership. I learned just a few days ago that discussion is taking place between the Safety Offices in Denver and Washington to purchase some sophisticated

- recording devices to record noise levels in a central location from various manufacturing areas. Supposedly the same equipment is being or is just about to be purchased in other mint locations. It is not clear at all how this would help to comply with OSHA.
3. What has been done so far in the noise reduction area in the Denver Mint is to our advantage. The enclosures around the feeder bowl assemblies on coining presses, with the resulting noise level reduction from 97 dbA to approx. 86 dbA, should continue. This enclosure alone may well satisfy the present and the proposed OSHA law. The enclosure on punch press #4 seems to have reduced the noise level from approx. 102 dbA to approx. 92 dbA. The measured noise levels of 102 dbA and 92 dbA include a background noise of 87 dbA due to other equipment on the floor. The actual reduction of noise level due to enclosure is 11.51 dbA when calculated mathematically. This, again, may well satisfy at least the present OSHA law, although the answer will only come after we establish a typical operators' work pattern.
 4. We probably should not start any new experimentation until a Bureau wide policy is established or made known. If the policy is to silence everything to a certain db level, establishment of work patterns would be a waste of time and effort.
 5. Logically, the action plan and schedules of the OSHA noise compliance should be one of the items that the Denver Mint Improvement Study should produce, since the noise problem has to be attacked by treating the equipment as well as the space. Treatment of space for noise reduction can only be planned when the final configuration and layout of the equipment is known.

Copies to: Harry E. Lawrence
Duane R. Sjaardema
William H. Darlington
Raymond Wells

July 13, 1961

Mr. Wm. A. Schmidt,
Asst. Commissioner for Planning,
Public Buildings Service,
General Services Administration,
Washington 25, D. C.

Ref: PLD Denver, Colo.

Dear Mr. Schmidt:

Acquisition of adjacent land
for Denver Mint

Reference is made to our letter of January 14, 1959, enclosing a sketch of the Denver Mint and adjacent property. In that letter, we stated as follows:

"As a long term objective, it would be to the interest of the Government to acquire all of the properties back to West Fourteenth Avenue, to remove all of the sub-standard dwellings thereon, and to hold such property for future expansion of the Mint."

In a reply dated March 27, 1959, you stated that your office had received an interim report from your Denver Region, bearing upon the "proposed extension and improvement." By letter of February 16, 1960, you informed us that your (Denver) Regional Office has suggested that nine parcels of land be acquired and that the Mint building be suitably extended. The parcels recommended for acquisition ---- would round out the site to include the entire block."

In our reply to you dated March 15, 1960, we stated in part, "the fact that a public alleyway exists, and that the rest of the block is occupied by private persons, makes it impossible for us to provide security deemed to be adequate. We strongly recommend that all of the remaining parcels in the block be acquired and security-fenced to accommodate the Mint's receiving and shipping activities."

On April 12, 1960, Colonel Harris met with Mint Bureau representatives here. Col. Harris stated that GSA intended to go forward with submission through the Administrator to Congress with a proposal to acquire all the remaining parcels of land in the block, and estimated that the acquisition cost would be \$300,000.

July 13, 1961

By letter of May 11, 1960, you stated "we propose to include in the General Services Administration Budget, Fiscal Year 1962, an item to provide funds for the acquisition by the Government of the remaining parcels of land in the block bounded by Delaware, Cherokee, Colfax, and Fourteenth in Denver, Colorado, to facilitate the maintenance, operation and security of the U. S. Mint."

We received no communication as to any change in plans, and presumed that our request was being carried forward. On June 30, 1961, we telephoned you inquiring when we might reasonably expect the acquisition to be accomplished. We were dismayed to learn that, due to imposed budget ceiling, the Denver Mint project had been deleted from the GSA Budget Request for Fiscal 1962.

The average annual consumption of coins is currently in excess of 3 billion per year. Our coin manufacturing capacity is approximately 1.1 billion per shift per year. We expect to increase this, in the present manufacturing space, to 1.4 billion per shift per year. In any event, we are presently committed to round-the-clock operations in order to meet the coin demands of the nation. With wider use of the sales tax, the vending machine, and an increase in population, the Mint can expect to be called on for an increasing number of coins. The present situation is that we have no additional capacity to meet any such substantial increase in demand.

Consequently, immediate steps for the expansion of Mint coin manufacturing facilities must be taken. The first step desired involves acquisition of the Denver property, and then to formulate plans for the extension of the Mint building.

Please advise this office as to your ability to acquire this needed property, and of any action we should take to expedite such acquisition.

Very truly yours,

Island Board
Acting Director of the Mint



TREASURY DEPARTMENT
WASHINGTON 25

OFFICE OF
DIRECTOR OF THE MINT

February 19, 1963

RECEIVED

Mrs. Fern V. Miller
Superintendent
United States Mint
Denver 4, Colorado

FEB 21 1963
OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

Dear Mrs. Miller:

Enclosed for your information are three copies of the final report issued by the Arthur D. Little Company, as a result of the survey of the Mint. These copies may be retained at your institution and should be made available to the top members of your staff for their information and review.

I am sure that you and your associates will note with pride the conclusions of the survey company that "the production operations of the United States Mint are managed in a sound and economic manner." We are all very pleased with this statement, and other complimentary remarks regarding the efficiency of minting operations.

We will keep you informed of developments in connection with the proposed expansion of minting facilities. If you have any questions regarding the survey report, or action to be taken as a result of the recommendations, please do not hesitate to bring them to my attention.

Sincerely,

Eva Adams
Director of the Mint

Enclosures

April 17, 1963

Superintendent, Coining Division
U. S. Mint
Denver, Colorado

Dear Mr. Judge:

The entire coinage production of the Denver Mint depends upon the rolling operation of two 18" Lewis Rolling Mills. If either of these mills or the supporting equipment fails, we are out of the coinage business.

Minor breakdowns in equipment are the cause of a great deal of lost time in production, and on at least two occasions in the past we have had to send the men home on annual leave until necessary repairs could be made to the equipment.

When Mr. Lott, mechanical engineer with the Lewis Company, first installed the mills and set up our first rolling schedules September 20, 1948, the production schedule called for 64 ingots per day; and, based upon this production figure, the depreciation on the installed equipment was set on a 15-year basis.

For several years we have maintained production of 300 or more ingots per day. This is a production increase of more than 212%. The equipment has been in constant operation for 15 years, and for several years we have been operating on a 24-hour schedule, plus overtime.

The only available time for repairs has been during Settlement. The building & Mechanical Division has a small maintenance crew that is required to work a good deal of overtime to keep up with present maintenance due to constant repairs to the equipment. A break in equipment on either the afternoon or midnight shift necessitates the Machinists working day shift to come in any time during the night to make the necessary repairs. Their overtime raises our overhead expenses. There is only one Machinist on each of the night shifts, and when he needs help on machine repair work, he has to call someone in.

Supt., Coining Division
April 17, 1963
Page 2

The only available shutdown time except for weekends has been during Settlement. The Building & Mechanical Division maintenance crew is small and the allotted time for necessary repairs during Settlement is generally three weeks. In this time they are to check over, repair, and replace bearings and make parts and other necessary repairs to 29 coin presses and 6 punch presses besides all other operational equipment in all other sections of our Mint operation. There has been no time for major repairs and replacement of worn equipment and, to the best of my knowledge, the only maintenance that has been done on the gear drives in the gear housings on both roughing and finish mills has been to simply keep oil in the gear cases. The gears show considerable wear. Stress and crystalization could cause these gears to snap anytime.

Our past performance clearly shows that we have the skill and capability to do a good job. Our men show pride in workmanship.

We received our present rolling mills only after Philadelphia refused them in 1947. We put these mills into operation and made the Denver Mint second to none in the world. We want to keep the Denver Mint operating as a first-class Mint. We hope our problems can be resolved and that we are found worthy of a first-class addition to our institution.

Please give us a new line of modern rolling mills and adequate plant operating and shipping space. The installation can take place while our old equipment is still operational and coin demands can still be met with this tired old equipment.

Very truly yours,

Edward L. Greeno

Edward L. Greeno
Foreman, Rolling & Cutting Section

July 18, 1977

Mr. Nicholas G. Theodore
Superintendent
United States Mint
Independence Mall
Philadelphia, Pa. 19106

Dear Mr. Theodore:

Thank you for the photographs which you recently sent to us of the Philadelphia Mint. I am sure our visitors will be interested in seeing pictures of the various minting installations throughout the United States.

Best Wishes!

Sincerely,

(Mrs.) Betty Higby
Superintendent



OFFICE OF THE
SUPERINTENDENT

DEPARTMENT OF THE TREASURY

UNITED STATES MINT
PHILADELPHIA, PA. 19106

July 11, 1977

RECEIVED

JUL 14 1977

OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

Mrs. Betty Higby
Superintendent
U. S. Mint
Denver, Colorado 80204

Dear Mrs. Higby:

As requested by your letter of June 29, 1977, enclosed are two (2)
photographs (8" X 10") of the Philadelphia Mint for your
display.

Sincerely,

Nicholas G. Theodore
Superintendent

Enclosures

July 18, 1977

Mr. Joseph F. Nugent
Acting Superintendent
United States Assay Office
32 Old Slip,
New York, New York 10005

Dear Mr. Nugent:

Thank you for the photographs which you recently sent to us of the New York Assay Office. I am sure our visitors will be interested in seeing picture of the various minting installations throughout the United States.

Best Wishes!

Sincerely,

(Mrs.) Betty Higby
Superintendent



OFFICE OF THE
SUPERINTENDENT

THE DEPARTMENT OF THE TREASURY
BUREAU OF THE MINT
UNITED STATES ASSAY OFFICE
32 OLD SLIP
NEW YORK, N. Y. 10005

July 5, 1977 RECEIVED

Honorable Betty Higby
Superintendent, United States Mint
320 West Colfax Avenue
Denver, Colorado 80204

JUL 8 1977
OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

Dear Betty:

Hope that one of the enclosed pictures is satisfactory
for your display.

Sincerely,

JOSEPH F. NUGENT
Acting Superintendent

Enclosures



Hollinger Corp.
pH 8.5



Hollinger Corp.
pH 8.5



HONORABLE BETTE ANDERSON, UNDER SECRETARY
Department of the Treasury

MRS. BETTY HIGBY, SUPERINTENDENT
United States Mint at Denver

July 29, 1977

Hollinger Corp.
pH 8.5



Delmar Corp.
pH 6.5



September 3, 1977

Mrs. Betty Higby, Superintendent
U.S. Mint
Denver, Colorado 80204

Dear Mrs. Higby:

Perhaps it is remembering your gracious invitation to witness the striking of the Colorado Medal that it now occurs to me to seek your advice on a project that has just popped into my head.

Enclosed is a copy of the P.E.O. Record. In it is an article I wrote on coins. The article was favorably received.

I am wondering if there is sufficient material for an article to be titled ~~m~~ THE MONEY MAKERS and covering the history and operation of mints.

Do you think I could find in addition ~~to~~ to facts any bits of humor or items of special interest? Might you have some which you could share?

I am not forgetting that you are a busy person and will understand if you have no time for this.

Yours truly,

Winona Chilcott

Winona Chilcott
6784 East Cedar Avenue
Denver, Colorado 80224

RECEIVED

SEP 6 1977

OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

October 28, 1977

Mrs. Winona Chilcott
6784 East Cedar Avenue
Denver, Colorado 80224

Dear Mrs. Chilcott:

I enjoyed reading your article on coins which you wrote for the P.E.O. Record. It was informative and researched with extreme care. Thank you for letting me review it.

Your project of writing another article to be titled "The Money Makers" sounds equally interesting. Since you asked for some additional information, I have enclosed several information sheets which have been distributed by the Bureau of the Mint. In addition, the U. S. Mint at Denver has been fortunate to receive a collection of Oriental coins which are now displayed on our tour route. Information and a brochure concerning these coins are enclosed.

If you have further questions or wish additional information, please drop us a line and we shall try to accommodate you.

Sincerely,

(Mrs.) Betty Higby
Superintendent

Encl.

July 3, 1979

Mr. James Kimmett
Vice President
First National Bank of Denver
Post Office Box 5808
Denver, CO 80217

Dear Mr. Kimmett:

I want to express my appreciation to you and the First National Bank for the loan of the Clark-Gruber coin collection as well as the loan of other coins and currency. We at the Denver Mint are extremely proud of the renovations we have made in our visitor facilities. However, the display of coins and currency loaned by the First National Bank is the 'frosting on the cake'.

We have observed much interest in the exhibits by the public. Last week we had four bus loads of delegates from an American Numismatic Association conference in Colorado Springs. They could hardly tear themselves away from these exhibits. I am enclosing some photographs made at our ceremony; I hope you will enjoy them.

I am also enclosing a blank for a Denver Mint souvenir medal. I hope and expect that you will pay us a visit soon and stamp your own. In fact, I hope as we complete other improvements in our visitor area, that you will visit us from time to time to check out our improvements.

Again, my personal thanks to you and other officials of the First National Bank for the loan that adds so much to our facility and gives so much pleasure to our visitors.

Sincerely,

Evelyn T. Davidson
Superintendent

Enclosures

ETD/pvc

memorandum

DATE: October 10, 1989

REPLY TO
ATTN OF: Tito E. Rael, Chief *TER*
Exhibits and Public Sales

SUBJECT:

MARKETING SUGGESTION

TO: John J. Papa
Acting Associate Director
for Marketing

John, I have enclosed a copy of a WCTV closed-circuit television proposal that may be of interest. In my opinion, it would be informative and promotional.

Please review and advise. Thank you.

Enclosure

1-14-63

Civil Service Leadership & Supervisory Institute

For Foremen

March 18 & 19, and March 21 & 22, 1963

Hilton Hotel.

From Cash & Deposits Division - W. S. Johnson, Deposit Melter

Johnson - 3/21 - 3/22
Schrock - 3/18 - 3/19

Date Jan. 2, 1962

DAILY REPORT OF DEPOSITS RECEIVED WITHOUT SUPPORTING PAPERS,
AFFIDAVITS WITHOUT DEPOSITS, OR MISCELLANEOUS LETTERS REC'D.

DEPOSITS:

Josten's, Inc. Lot 1351
Josten's, Inc. Lot 1352

Disposition

Affidavit not received
Affidavit not received

LETTERS:

Disposition

AFFIDAVITS:

Josten's, Inc. Lot 1318
Josten's, Inc. Lot 1319
Josten's, Inc. Lot 1320
Josten's, Inc. Lot 1321
Josten's, Ind. Lot 1322

Disposition

Material rec'd. 12-26
Material rec'd. 12-29
Material rec'd. 12-29
Material rec'd. 12-29
Material rec'd. 12-29

By Robert E. Berner

8/9/61

March 20, 1963

Superintendent
U. S. Mint
Denver, Colorado

Dear Mrs. Miller:

I have just attended, March 18th & 19th, a Seminar in leadership and supervision, held by the Denver Region, U. S. Civil Service Commission at the Hilton Hotel, Denver, Colo.

The lectures were very good, the panels were fair, the films fair, and the course content very good and all were presented in an orderly manner.

In my viewpoint the basic concepts and tenets of good leadership and supervision that were given were very good; and if applied to the job, would make for a much better service.

Sincerely,

Theodore W. Schrock

March 25, 1963

Superintendent
U. S. Mint
Denver, Colorado

Dear Mrs. Miller:

The two days I spent at the institute were very worthwhile. While I could not learn everything the faculty had to offer, I left with many new ideas that I believe I can put to use.

The meetings were informal, relaxed and simple. The lectures were well presented and interesting.

After attending the panels and listening to other supervisors discuss how they operate in their agencies, we at the Mint run a tight ship.

The films were interesting, to the point, and not too long. The contents of the course was well presented and interesting. The visual aids were simple and discussed at length.

The faculty, in my opinion, was outstanding in its presentation of the whole course.

Sincerely,

William S. Johnson

March 28, 1963.

Memorandum:



From: Harry E. Lawrence
Subject: Arthur D. Little, Inc. Report.

A.D.L. throughout its working memorandum and final report, finds the Mints do not have adequate space or even a desirable type structure for further increasing production. They further state that only through increases in volume, and improvements in facilities and space, can further reductions in costs be expected.

It is inconceivable to me, that A.D.L. or the Bureau of the Mint, under these circumstances would recommend adding the ^{necessary} additional equipment ~~necessary~~ to our 50,000 sq. ft. of manufacturing area to increase production to 2.5 billion pieces (2 shifts - 5 days) when A.D.L. recommends 150,000 sq. ft. for a plant producing 3.0 billion pieces (2 shifts - 5 days). Adding the required equipment to Denver's present building ~~would~~ would only succeed in duplicating Philadelphia's present conditions which A.D.L. and everyone in the Mint service seems to abhor.

The A.D.L. report makes no mention

of the fact that the M&Q Div alone at Denver under the present coinage program needs a minimum of 2700 sq ft additional space in order to work efficiently, effectively and safely. At the present time, too much of Denver's so called manufacturing space is in aisles and hallways and limits the use of labor saving devices. Furthermore, there is a pressing need for more adequate shipping and receiving ^{space} ~~areas~~.

To summarize:

(1) The Bureau of the Mint needs additional production facilities at once in order to meet current requirements and, also, to meet anticipated increased requirements during the three or four year period before production facilities can be expanded elsewhere.

(2) Production facilities can not be expanded within the present building structures at either Denver or Philadelphia.

(3) Therefore, the necessary expansion in production facilities can be accomplished only by additions to the present buildings or by the erection of a new building.

(4) The necessary land for expansion by addition to present buildings is available.

at Denver for immediate use.

(5) The critically needed expanded facilities can be brought into production at Denver two years before it can be accomplished elsewhere - and at considerably less cost.

①

3/28/63

From: Walter J. Judge, Supt. Coining Division
Re: A. D. Little Report & Working Memoranda.

An attempt to increase production at the Denver Mint by the installation of additional equipment in the existing structure is hardly realistic.

Denver is now operating in an already overcrowded condition & installation of more equipment would hamper production by introducing serious materials handling problems. No space is available in badly overcrowded rolling room for installation of additional blanking presses that would be required.

Installation of blank annealing equipment in refinery would rob Denver of refining space which may be required in the future.

Installation of additional coin presses would necessitate relocation of present count-review sections, probably to what would be left of refinery if blank annealing was located there. This would leave insufficient space for placing coin ready for delivery to Cashier.

Working memorandum #8 contains incomplete statements in regard to the operators primary function, which can be misleading. For instance in upsetting the statement is made that

in some sections

(2)

the primary function of the upsetting mill operator is to inspect the blanks. This is hardly correct.

In the counting section it is stated that the reasons for the operator attendance at each counter/bagger are to inspect the coins and sew the bag. The attendant has other duties also, & the inspection is very superficial.

I question the practicability of trying to operate with only one day's supply of blanks ahead of the presses as suggested in Working Memorandum #8. In case of a breakdown in the rolling room of even one day & the press room would be out of business.

The statement that Denver's mills are somewhat newer & more efficient than Philadelphia's is contrary to the information that we have. We understand that Philadelphia had two new rolling mills in 1958 & a converted 16" mill for which new stands were later acquired which in effect gave them 3 new mills. We understand that they acquired a new slab coil annealing furnace in 1961.

I intend to continue to digest and appraise ^{A.D. Little} the report and Working Memoranda as time will permit.

WJL

Terms and Conditions

1. The objective of the survey is to study the operations and facilities of the Bureau of the Mint in relation to current and long-range coinage requirements and to recommend steps to insure that Mint operations are conducted as effectively and economically as possible and that proper advance provisions are made for growth needs.

2. The scope of the survey will include:

a. A study of coinage requirements including regular coinage, proof coins, and medals for the next 25 years. Consideration should be given to all factors affecting the demand for coins, such as possible population and economic changes, new state sales taxes, use of coin machines and credit cards, increase in coin collection activity, and the like. The result should be (1) specific estimated projections of coinage requirements by year, by denomination, by pieces, and by the twelve Federal Reserve Districts for the next ten fiscal years, and general requirements for the following fifteen years, and (2) detailed information on basic factors used in projections, weight assigned to each and methodology used in order that the Mint might make necessary checks and adjustments on a continuing basis. The following basic assumptions should govern the collection and use of data:

(1) The present cold war will continue.

(2) The need for independent research will be limited in so far as possible by using available Government figures in such areas as population trends and forecasts of the range of the gross national product.

(3) The Treasury will supply statistical data on past fluctuations in coinage production.

b. A comprehensive appraisal of all aspects of the manufacturing operations at the two Mints in relation to current and long-range needs, including regular coinage, proof coins, foreign coins, and medals. The survey shall include not only production methods, equipment, and facilities but consideration of adequacy of buildings, purchase of raw materials, method of coin distribution, and the design of any new production system recommended. The actual design of recommended equipment or a complete blueprint of a proposed factory are not contemplated. Changes in the present sizes, denominations, alloys, and quality standards of coins likewise do not come within the scope of this survey.

The result should be specific, realistic recommendations for a modern, streamlined plant operation to meet present and projected coinage demands at the lowest net cost to the Government. Feasible alternative courses of action should be suggested, with full documentation as to their relative advantages and disadvantages. The methodology used and reasoning prompting the recommendations should be discussed in sufficient detail to permit full evaluation by the Mint and provide a basis for analysis and reconsideration in the future.

4. Proposals should contain full information as to the professional staff members from among which staff proposed to be assigned to the survey will be drawn, including statements of background and qualifications. Name, title, and specific daily rate (not range of rates) should be shown for each such staff member, and this information will be made a part of the contract. Substitutions will be made only with prior approval of the Bureau of the Budget.
 5. It is contemplated that payment to the contractor will be made in installments, at approximately monthly intervals from the beginning of the contract to the submission of the draft report. Final payment will be made within 90 days after the submission of the draft report.
 6. The contract will contain provisions to insure the objectivity and nondiscrimination of the firm in its approach to the survey.
 7. The contract will contain a provision authorizing the Director of the Bureau of the Budget and the Comptroller General of the United States or their representatives to examine any books, documents, papers, and records of the contractor directly pertinent to the performance of work under the contract for a period of three years after final payment.
 8. The contract will be awarded in the best interests of the Government to the firm, which, in the judgment of the Bureau of the Budget, is best qualified and will undertake the most productive survey at the least cost to the Government. Factors, such as experience, qualifications, and availability of personnel, in addition to the cost estimate, will be considered in selecting a contractor.
- Firm with a description of individual engineering surveys and similar research undertaken by your firm that would be similar to the proposed survey of the Bureau of the Mint, including names of reference familiar with projects listed.*
- 2. Professional histories of staff to be assigned to survey of firm which staff should be chosen.*
- 3. A general plan of the survey.*

Mr. Miller

EXECUTIVE OFFICE OF THE PRESIDENT
BUREAU OF THE BUDGET
WASHINGTON 25, D. C.

April 16, 1962

The Bureau of the Budget desires to obtain the services of a qualified firm to make a study of long-range coinage requirements and plant facilities of the Bureau of the Mint. The Bureau would prefer, if possible, to make a contract with one firm capable of conducting all phases of the survey.

Enclosed are (1) a statement of "Terms and Conditions" which sets forth the general objectives and scope of the survey, as well as certain requirements concerning its conduct; (2) a statement containing additional information relative to the preparation of a proposal for conduct of the survey; and (3) an organization chart and statement describing the Bureau.

This letter is being sent to about fifteen other firms. If you are interested in submitting a proposal, will you please include the following information:

1. A statement of the size, history, and experience of your firm with a description of industrial engineering surveys and economic research undertaken by your firm that would be similar to the proposed survey of the Bureau of the Mint, including names of references familiar with projects listed.
2. Professional histories of staff to be assigned to survey or from which staff would be chosen.
3. A general plan of how you propose to conduct the survey, indicating the major phases or components of the work you propose to do.
4. Your estimate of the cost of the survey, together with an explanation of the basis for the estimate, including an itemization by major category of expected costs.

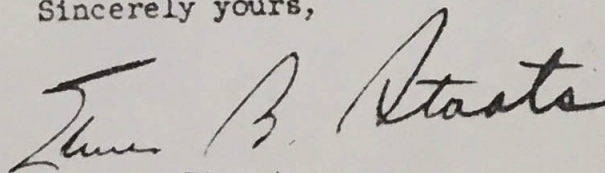
Six copies of your proposal are needed to effect a thorough and prompt review. Ten additional copies may be subsequently requested of the firm selected as contractor.

Proposals must be received within 20 days from the date of this letter. They should be addressed to the Bureau of the Budget, Washington 25, D. C., Attention: Mr. Sam R. Broadbent, Chief, Commerce and Finance Division. It is contemplated that an award will be made in time to permit the survey to be started by the ~~middle of April~~ 1962.

Should your representatives desire to meet with staff of the Bureau of the Budget or the Treasury to obtain further information needed for preparation of a proposal, arrangements should be made with Mr. Broadbent. Firms submitting proposals should be prepared to meet with Budget Bureau and Treasury staff for further amplification of their proposals if needed.

If you are not interested in submitting a proposal, a prompt negative reply would be appreciated.

Sincerely yours,



Deputy Director

Enclosures:

Statement of Terms and Conditions
Additional Information relative to
Preparation of a Proposal
Organization Chart and Functional
Statement

Additional Information Relative to Preparation of a Proposal
for Survey of the Bureau of the Mint

Provisions relating to the matters set forth below will be incorporated in detailed form in any contract which may be entered into for the conduct of the survey of the Bureau of the Mint. The statements made herein are offered only for the information of persons or firms desiring to submit proposals.

1. The timing of work under the contract will be covered by a schedule set forth in the contract, and the dates for beginning the contract work and completing its various phases will be as mutually agreed upon. In general, it is contemplated that work would begin in ~~April~~ ^{about June 1} 1962 (both Mints will be closed for two to three weeks during June for inventorying); that the fact-finding portion of the survey would be completed within approximately four months; that a draft report of the survey, containing the contractor's findings, conclusions, and recommendations would be submitted within a month after completion of the fact-findings; and that the report would be made available to the Bureau of the Budget in final form within a month after the submission of the draft report. Brief verbal progress reports will be required to be made jointly to the Bureau of the Budget, Bureau of the Mint, and Office of the Secretary of the Treasury each month.

2. The contractor will be expected to discuss its proposed findings, conclusions, and recommendations with the Bureau of the Budget, Office of Secretary of the Treasury, and Mint representatives prior to submission of the draft report containing its findings, conclusions, and recommendations. Thirty copies of the draft report will be required.

Following submission of the draft report and review thereof by the Bureau of the Budget, Office of the Secretary of the Treasury, and Bureau of the Mint, the contractor will supply a minimum of 100 copies of the report in final form.

For a period of 90 days after the draft report is submitted, the contractor will make its representatives available to discuss and clarify, if necessary, the contents of such report with the Bureau of the Budget, Office of the Secretary of the Treasury, and the Bureau of the Mint.

3. For the purpose of preparing cost estimates in the proposal, the survey shall be considered to consist of two parts, and a separate estimate shall be prepared for each:

a. Study of coinage requirements.

b. Study of plant production and facilities and related administrative activities.

Time and cost estimates for each phase shall be broken down by categories of staff.

c. Although primary emphasis should be placed on the industrial processes of the Bureau in which by far the greatest number of employees is engaged, the survey should include also such evaluations of the organization and administration of Mint activities as may contribute to an understanding of problems of production and distribution of coins. Recommendations and alternative solutions should be given.

d. The survey shall include Mint headquarters and the two principal institutions at Denver and Philadelphia, with consideration of offices at San Francisco and New York if necessary in connection with problems affecting coinage production and distribution.

The Treasury will arrange to make available suitable office space in Washington and field establishments visited.

4. The results of the survey will be embodied in a report transmitted simultaneously to the Bureau of the Budget, the Bureau of the Mint and the Office of the Secretary, setting forth findings, conclusions, and recommendations in terms of the objectives and scope of the survey set forth above. The report will include the estimated savings and initial cost of recommended improvements as well as advantages and disadvantages and relative savings and costs of alternatives to be considered. A full explanation of the basis for cost estimates should be included. Recommendations requiring a change in existing laws should be made if they are believed to be important in improving operations.

5. The contractor will designate the name of a partner or senior member of proved competence who will be assigned to supervise the survey. The assignment to the survey of such partner or senior member, and of other regular professional staff of the contractor, will be subject to the approval of the Bureau of the Budget. If the contractor wishes to supplement its regular staff by the addition of special professional and technical personnel for performance of the survey, such consultants and experts will be employed by the contractor subject to the approval of each such person by the Bureau of the Budget. If such persons are borrowed temporarily from other firms or hired as individuals for this specific project only, the rate charged to the Government shall be the same as that charged by the lending firm or by the individual.

6. The contractor and its representatives or employees will not at any time disclose any information obtained in the conduct of this survey, or make or supply any reports relative to the survey, except to the Bureau of the Budget, Office of the Secretary of the Treasury and Bureau of the Mint. No files or records will be removed from the Mint premises without the approval of the Mint or its designated representative. All originals and copies of working papers, charts, statistical tables, exhibits, and all copies of any interim reports as well as the report of findings, conclusions, and recommendations prepared as a result of this survey will become the property of the United States and will be delivered to the Bureau of the Budget upon completion of the contract.

7. No member of or Delegate to Congress or Resident Commissioner shall be admitted to any share or part of this contract or to any benefit that may arise therefrom, but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit.

8. The contractor warrants that it has not employed any person to solicit or secure this contract upon any agreement for a commission, percentage, brokerage, or contingent fee. Breach of this warranty shall give the Government the right to annul this contract, or in its discretion, to deduct from the contract price or consideration the amount of such commission, percentage, brokerage, or contingent fee. This warranty shall not apply to commissions payable by the contractor upon contracts or sales secured or made through bona fide established commercial or selling agencies maintained by the contractor for the purpose of securing business.

Additional Equipment

5/11/63

	Production (Million Pieces)			5 day week	Time (Days)		Blank Furnaces	Can Presses
	Daily	Year	Blank Year		one time	Total		
FY 1963 3-8 hr shifts 310 ingots/day	9.83	2623	134	237	30	267	—	—
FY 1964 3-8 hr shifts 310 ingots/day	9.83	2348	120	239	—	239	—	—
	9.83	2604	134	239	26	265	—	—
Map Rolling 3-8 hr shifts 320 ingots/day	10.58	2529	—	239	—	239	1/2	2
	10.62	2900	—	239	34	273	1/2	2



OFFICE OF
DIRECTOR OF THE MINT

TREASURY DEPARTMENT
WASHINGTON 25

*Please return to
Supt. Office*
April 29, 1963

RECEIVED
APR 1 - 1963

Mrs. Fern V. Miller
Superintendent
United States Mint
Denver 4, Colorado

U.S. MINT AT DENVER

Dear Mrs. Miller:

Enclosed for your information is a copy of a report regarding the study of coinage requirements and production facilities by Arthur D. Little, Inc.

The report deals with the principal recommendations made by the Survey company, and the action to be taken in regard to each of those recommendations. You will note that this is in line with the determination of the Secretary of the Treasury, regarding the major recommendations, in submitting proposed legislation to the Congress for construction of new facilities at Philadelphia.

Copies of the report have been submitted to and discussed with the Office of the Secretary of the Treasury, and the Bureau of the Budget. Favorable reaction was received from both offices.

Sincerely,

Eva Adams
Director of the Mint

Enclosure

ITEM	DESCRIPTION	Man- Hours	Unit Manhour Cost	Material Cost	Total Direct Cost	Overhead 230%
1.0	Historical Room Renovation (No Expansion)					
1.1	Remove existing lighting and temporary wiring	19	8.70	N.A.	165.30	380.19
1.2	Wall demolition-small annex and window area	41	8.70	N.A.	356.70	820.41
1.3	Debris removal	6	8.70	N.A.	52.20	120.06
1.4	Install track lighting	9	8.98	275.00	355.82	185.89
1.5	Install new ceiling lighting controls with dimmer switch	7	8.98	675.00	737.86	144.58
1.6	Paint walls	15	8.70	40.00	170.50	300.15
1.7	Paint ceiling (omit if suspended ceiling installed)	8	8.70	20.00	89.60	160.08
1.8	Paint doors & door trim	4	8.70	17.00	51.80	80.04
1.9	Paint window sash and trim	7	8.70	6.00	66.90	140.07
1.10	Install suspended ceiling (optional, sec 1.7)	32	8.70	350.00	628.40	640.32
1.11	Install carpeting	10*	8.70	575.00	662.00	200.10
1.12	Install new windows, including framing	24*	8.70	600.00	808.80	480.24
1.13	Install new audio system	18*	8.98	650.00	811.64	371.77
1.14	Display Panel framing & background(art not incl.)	31	8.70	50.00	319.70	620.31
1.15	Improved ventilation and air conditioning(requires suspended ceiling)	47	8.70	675.00	1083.90	940.47
1.16	Paint stair hand rail and stair facings	14	8.70	45.00	166.80	280.14
	(Visitor's entrance to Historical Room)					
1.17	Clean-up progressive	66	8.70	N.A.	574.20	1320.66
1.18	Clean-up final	40	8.70	N.A.	348.00	800.40
1.19	Consumable supplies	N.A.		20.00	20.00	N.A.
1.20	Contingencies	48	8.70	500.00	917.60	960.48
	Project Total			4498.00	8285.40	8826.36

ITEM	DESCRIPTION	Man- Hours	Unit Manhour Cost	Material Cost	Total Direct Cost	Overhead 230%
3.0	PRESSROOM VEIHING BALCONY					
3.1	Site cleanup-remove temporary wiring, unused piping, chain-link railing, pipe guard rail, etc.	19	8.70	N.A.	165.30	380.19
3.2	Repair holes in floor	64	8.70	32.00	588.80	1280.64
3.3	Relocate approx. 100 LF of 3" "television" conduit	80	8.98	55.00	773.40	1652.32
3.4	Relocate approx. 33 LF of 6" water pipe	26	8.70	68.30	294.50	520.26
3.5	Block elevator door opening	12	8.70	27.00	131.40	240.12
3.6	Repair ceiling	15	8.70	9.00	139.50	300.15
3.7	Repaint ceiling(not required if suspended ceiling installed)	34	8.70	66.75	362.55	680.34
3.8	Install suspended ceiling(optional, sec. 3.6 & 3.7)	42	8.70	934.50	1299.90	840.42
3.9	Improve ventilation (suspended ceiling required)	38	8.70	619.50	950.10	760.38
3.10	Install commercial flooring	48*	8.70	3026.00	3443.60	960.48
3.11	Construct & install approx. 195 LF of wood/plexiglass railing	79	8.70	2297.00	2984.30	1580.79
3.12	Construct & install approx. 35 LF of display pedestal	24	8.70	280.00	488.80	480.24
3.13	Install blackboard	4	8.70	55.00	89.80	80.04
3.14	Install audio system	30*	8.98	1225.00	1494.40	619.62
3.15	Install new electrical wiring	24	8.98	252.00	467.52	495.70
3.16	Clean-up progressive	42	8.70	N.A.	365.40	840.42
3.17	Clean-up final	22	8.70	N.A.	191.40	440.22
3.18	Consumable supplies	N.A.	N.A.	66.75	66.75	N.A.
3.19	Contingencies	70	8.70	1081.65	1690.65	1400.70
Project Totals				10,095.45	15,988.07	13553.03

ITEM	DESCRIPTION	Man- Hours	Unit Manhour Cost	Material Cost	Total Direct Cost	Overhead 230%
4.0	COUNTING & BAGGING VIEWING BALCONY					
4.1	Remove existing floor tile	6*	8.70	N.A.	52.20	120.06
4.3	Install commercial flooring	7*	8.70	292.40	353.30	140.07
4.4	Remove existing walls & display	8	8.70	N.A.	69.60	160.08
4.5	Debris removal	17	8.70	N.A.	147.90	340.17
4.6	Build new display area	10	8.70	315.00	402.00	200.10
4.7	Display area lighting	8	8.98	144.00	215.84	165.23
4.8	Repaint area	18	8.70	6.20	162.80	360.18
4.9	Clean-up progressive	22	8.70	N.A.	191.40	440.22
4.10	Consumable supplies	N.A.	N.A.	6.45	6.45	N.A.
4.11	Contingencies	13	8.70	104.07	217.17	260.13
	Project Totals			971.32	2026.26	2426.36



OFFICE OF
DIRECTOR OF THE MINT

DEPARTMENT OF THE TREASURY

WASHINGTON, D.C. 20220

APR 11 1978

Reply to Attn of: M-P

RECEIVED

APR 13 1978

OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

Mrs. Evelyn T. Davidson
Superintendent
United States Mint
320 W. Colfax Street
Denver, CO 80204

Dear Mrs. Davidson:

Mrs. Hackel and staff met with you at the Denver Mint on April 6 to discuss the Denver Mint Improvement Study. Additionally, I have several comments and suggestions to offer on your Study Plan of Action submitted on March 24, 1978.

I believe the study plan to be a well planned and organized document indicating your staff has complete understanding of the analytical process which must be conducted for the study results to be most meaningful. As you suggest, the plan of action is more comprehensive than anticipated, however, the need for consideration of all support, as well as functional areas of operation, is understood.

In order to assure the study is accomplished on the basis of previously established criteria, the following comments are provided.

1. The study concept as outlined in the plan of action erroneously assumes all, or a part of, 1.8 billion cent coins will be produced at SFAO, only if the Denver Mint cannot meet the total Western sector production requirements either within existing property lines or off-site. The criteria to be used is:

- (a) Provide plant layout for the Denver Mint which will most ideally support production of all 5-cent through 1-dollar coin requirements through FY 1985.
- (b) Determine the volume of 1-cent coins which can be additionally produced in the Denver Mint, while maintaining a good plant layout/production flow system.

In consideration of (a) and (b) above, use of existing structures, including the Butler buildings to a reasonable degree, is to be assumed.

Keep Freedom in Your Future With U.S. Savings Bonds



- (c) The next needed volume of 1.8 billion 1-cent coins per year production will, after (a) and (b) above, be assigned to the SFAO.
- (d) Finally, determine the quantity of 1-cent coins which would require Denver Mint off-site facilities or, as an alternate, Denver Mint on-site building expansion - addition.

It is to be noted that whereas we agree with your examination of alternatives involving on-site building expansion (Investigative Actions 7.8.3, 7.8.4, and 7.8.5), cost benefits of such alternatives must be weighed against use of assumed available off-site government facilities. The study is to be predicated on the basis that although not currently available, surplus facilities at RMA or another government installation will become available for our use.

With regard to off-site facilities, it is recommended that Messrs. Sjaardema and Vaitaitis explore the availability of surplus facilities at Lowry and Buckley Air Force Bases. Contact us if you learn that surplus facilities may become available at other government installations.

2. It is not apparent that need to improve finished coin handling - storage - shipping is being considered in your plan of action. Also, upgrading of our coin storage system to include the FRB palletized storage and shipment of subsidiary as well as minor coins is desirable.

3. The production charts (criteria 3.1.8.1 and 3.1.8.2) must be reconstructed to reflect production of 1.8 billion cents per year at the SFAO.

It is noted that your study plan lists energy losses as an area of consideration, and rightfully so. Currently, and even more so in the future, management decisions will be influenced by energy considerations.

We feel you have made marked progress so far in outlining the study project and are looking forward to your next (April 21) progress report on the Improvement Study.

Sincerely,

George G. Ambrose

George G. Ambrose
Assistant Director of the Mint
for Production

Approved

Stella B. Hackel
Stella B. Hackel
Director of the Mint

August 4, 1972

Mr. King M. Trimble
Attorney-at-Law
1711 Pennsylvania Street
Suite 204
Denver, Colorado 80203

Dear Mr. Trimble,

I am in receipt of your letter dated August 2, 1972 concerning Miss Deborah Dorman.

Mr. Miller and I will be pleased to visit with both you and Miss Dorman relative to her employment at the Mint. However, Mr. Miller will be out of the state from August 9th to the 21st.

Please call (837-4289) upon receipt of this letter, at which time we can arrange a convenient meeting date for all concerned.

Sincerely,

(Mrs.) Betty Higby
Superintendent

LAW OFFICES
OF
KING M. TRIMBLE

1711 PENNSYLVANIA STREET, SUITE 204 • DENVER, COLORADO 80203

KING M. TRIMBLE
DANIEL E. MUSE

AREA CODE: 303
222-1659 255-4834

August 2, 1972

Mrs. Betty Higby-Superintendent
United States Mint
West Colfax & Delaware
Denver, Colorado 80203

Re: Deborah Dorman

Dear Mrs. Higby:

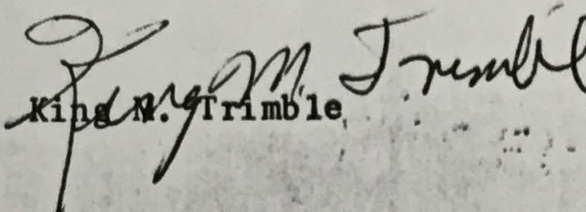
I am representing Miss Deborah Dorman. Miss Dorman was fired by you on July 19, 1972, because she had a disagreement with her supervisor, one Charles Miller. I am sure that you have personality conflicts at the Mint on many occasions and when one occurs the employee is not fired. Miss Dorman feels that she had done nothing wrong and that she should have had an opportunity to be placed in another department. Miss Dorman feels that because she was working on the youth opportunity summer program for college students, Mr. Miller and other persons at the Mint felt that they were doing her and the other students a favor and they should take any type of treatment which the supervisors desired to give. Furthermore, the Denver Mint has a history of racial prejudice towards its Negro employees.

At this time we would like to lodge a formal complaint against Mr. Charles Miller and also yourself for the treatment

of Miss Dorman.' We should like a formal reply from your office concerning this situation, otherwise we will be forced to take this matter to the National Office in Washington, D.C. and request an investigation of the situation.

If you would like to contact me, I will make myself available at your convenience.

Sincerely yours,


King M. Trimble

KMT/frh

Acc - 1

NOTICE OF EQUIPMENT TRANSFER

INVENTORY NO. 77, 78, & 79 DEPARTMENT Cash Division ROOM NO. 105

DESCRIPTION OF ITEM: Inv. #77 - Mech. Coin Sep. N 1305883
" #78 - Mech. Coin Sep. N 1875737
" #79 - Coin Sep. 5 Cent 1261033

TRANSFERRED TO: Storeroom Department Date Feb. 21, 1975

Henry W. Riddick
Head, Cash Division

(Following to be completed by department receiving equipment)

New Inventory No. Same as above Department Storeroom Room -

Item: Inventory #77 - Mech. Coin Sep. N1305883
Inventory #78 - Mech. Coin Sep. N1875737
Inventory #79 - Coin Sep. 5 Cent 1261033

Date Received Feb. 21, 1975

Remarks:

Storeroom

memorandum
DEPARTMENT OF THE TREASURY
Bureau of the Mint

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBASUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and ShortagesTO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00



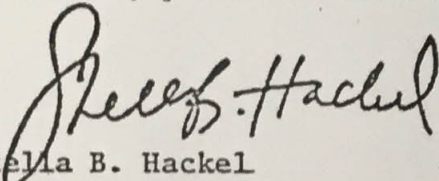
Orig: Mr. Reel
Cy: [Signature]
Supt. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.


Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli

RECEIVED

MAY 27 1980

OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

Q's and A's Regarding the Gold Medallion Program

Medallions-General

1. Q. I heard the Treasury Department is selling gold medallions. Can you tell me something about the program?
 - A. In compliance with Public Law 95-630, the Bureau of the Mint is offering one ounce gold medallions honoring Grant Wood and half ounce gold medallions honoring Marian Anderson. These may be ordered by mail this summer. The sale of the half ounce medallion will begin on June 16, 1980 and that of the one ounce on July 1, 1980. Ordering periods will continue until August 30 unless all medallions are sold prior to that date.
2. Q. Why is the Treasury Department selling gold medallions?
 - A. The American Arts Gold Medallion Act, passed by Congress and signed into law on November 10, 1978, mandates the striking and sale of gold medallions over a five year period. During each year of the program the Treasury Department is required to use at least one million ounces of gold to strike the medallions. This year 500,000 one ounce gold medallions honoring Grant Wood and one million half ounce gold medallions honoring Marian Anderson will be struck.

The American artists to be honored on the gold medallions are as follows:

<u>Year</u>	<u>Artist Honored on one ounce medallion</u>	<u>Artist Honored on half ounce medallion</u>
1980	Grant Wood	Marian Anderson
1981	Mark Twain	Willa Cather
1982	Louis Armstrong	Frank Lloyd Wright
1983	Robert Frost	Alexander Calder
1984	Helen Hayes	John Steinbeck

3. Q. Who is Grant Wood?

A. Grant Wood, who lived from 1892 until 1942, was an artist from Iowa whose oil paintings are noted for their portrayal of the rural American scene. His famous painting, American Gothic, owned by the Art Institute of Chicago, depicts an Iowa man and woman standing before a Gothic cottage style farmhouse. This painting is reproduced on the reverse of the one ounce Grant Wood medallion.

4. Q. Who is Marian Anderson?

A. Marian Anderson, born in 1902, is an American singer whose contralto voice is known and admired worldwide. She is noted for her rendition of the spiritual, He's Got the Whole World in His Hands. She is now retired and lives in Connecticut.

5. Q. Are the medallions made from 100% gold?

A. No, the law specifies that the medallions be struck in .900 fine gold which means 90% gold and 10% other metals, in this case, copper. The half ounce medallion weighs .555 troy ounces and contains one half troy ounce of gold. The ounce medallion weighs 1.11 troy ounces and contains one troy ounce of gold.

6. Q. Why aren't the medallions 24 karat gold?

A. Pure gold is a very soft material. A medallion of 24 karat gold would be more susceptible to damage and wear and would not be so durable as the .900 fine alloy.

7. Q. What is .900 fine gold?

A. Gold which is .900 fine contains 900 troy ounces of gold in each 1000 ounces of medallions. The other 100 ounces are copper.

8. Q. What is the karat of the gold medallions?

A. They are 21.6 karat.

9. Q. What is the diameter of each medallion?

A. The half ounce gold medallion has a diameter of 1.08 inches. The one ounce gold medallion has a diameter of 1.26 inches.

10. Q. What is the thickness of the medallions?
- A. The one ounce gold medallions are 0.112 inches in thickness.
The half ounce gold medallions are 0.078 inches in thickness.
11. Q. What is the weight of the medallions?
- A. The one ounce gold medallion weighs 34.56 grams or 1.11 troy ounces. The half ounce gold medallion weighs 17.28 grams, or 0.555 troy ounces
12. Q. Will the medallions have a reeded edge?
- A. No, like most medals and many ingot-shaped small gold bars, the medallions have smooth edges.
13. Q. What will be the surface appearance condition of the medallions?
- A. The surface appearance of the medallions will be similar to that of new coins issued by the Mint for circulation.
14. Q. Will I receive a certificate of authenticity with the medallions?
- A. The U.S. Government as issuing authority, authenticates these medallions. No certificates of authenticity will be provided. Public Law 95-630 provides for the same protection against counterfeiting to apply to these medallions as applies to U.S. coinage.
15. Q. Where is the gold coming from to make the medallions?
- A. The gold is coming from U.S. Government gold bullion reserves.
16. Q. How many medallions will be produced?
- A. The law specifies that at least one million ounces of gold be used to strike the medallions during each of the five years. For 1980 the production of the one ounce gold medallions will be limited to 500,000 one ounce pieces and one million half ounce pieces.

17. Q. How do these medallions compare with the Krugerrand and other similar gold pieces?
- A. Although they are not intended as circulating coinage, the Krugerrand and the Mexican gold pieces, for example, are foreign coins struck as legal tender of the country of origin. American Arts Gold Medallions do not have any legal tender value. They are commemorative medals rather than coins. The Grant Wood medallions contain one troy ounce of gold, as do the Krugerrands.
18. Q. Is this a good investment?
- A. Gold is a very volatile commodity and the price changes quickly in response to trader supply and demand. Over the short term, it is a very risky investment with large potential for gain or loss. Gold held for several years, particularly during periods of inflation, may be a good investment, depending upon the original purchase price, the rate of inflation and other factors.

Ordering

19. Q. How do I order a gold medallion?
- A. The price of the medallions may be obtained by calling the toll free telephone number on the order form. Obtain an order form from your post office or the Bureau of the Mint. Read the order form carefully. It contains all necessary information and instructions. Payment may be made only by cashier's check, certified check or U.S. Postal Service money order. The order form must be validated and surrendered at the post office. For the order to be accepted, the date stamp must correspond to the medallion price quoted on the toll free telephone number for that day.
20. Q. Why must I use a cashier's check, certified check, or a postal money order?
- A. The Treasury Department requires a guaranteed, irrevocable payment to ensure payment for its bullion and to avoid order cancellations by customers concerned about gold price fluctuations subsequent to placing their orders.

21. Q. Do I have to use an order form?
- A. Yes. Orders are accepted only on the official order forms.
22. Q. Can I order as many as I would like?
- A. No. Each customer may order a maximum of three(3) one ounce medallions and three(3) half ounce medallions. There are separate order forms for each size of medallion. The three medallions need not be purchased at the same time, but no order involving a fourth medallion will be accepted from any one customer.
23. Q. When will the prices for each day be available on the toll free number?
- A. Each day's prices will be available on the toll free number from 12:05 AM to 11:55 PM Eastern Daylight Time.
24. Q. Will I have any problem reaching the toll free telephone number?
- A. Unless there is very heavy usage, there should be no problem in reaching the toll free telephone number. If you get a busy signal, try again later. Remember to dial "1" before the 800 number, if required in your area.
25. Q. How do I as an American living in a foreign country order a gold medallion?
- A. Because medallions will be sent by registered mail, the Mint can only process orders with stateside, U.S. territories, APO and FPO addresses. If you live in a foreign country, you may wish to ask a relative or friend to submit your order for you for delivery to your APO or to their stateside address.
26. Q. What do I do if the post office does not have any order forms?
- A. Ask your postal clerk to obtain them from his sectional center, or obtain one from the Bureau of the Mint or its sales areas. The addresses are:

Bureau of the Mint
501 13th St., NW
Washington, DC 20220

Philadelphia Mint Sales Area
Independence Mall
Philadelphia, PA 19106

San Francisco Old Mint
55 Mint Street
San Francisco, CA 94175

Denver Mint Sales Area
320 West Colfax Avenue
Denver, CO 80204

Department of the Treasury Sales Area
15th Street & Pennsylvania Avenue
Washington, DC 20220

27. Q. When is the ordering period for the medallions?

A. The Marian Anderson Half Ounce Gold Medallion will be available beginning June 16 and the Grant Wood One Ounce Gold Medallion will be available beginning July 1. The sale for both medallions will continue until August 30 unless all medallions produced are sold prior to that date.

28. Q. Where can I get information concerning the gold medallion program?

A. Information may be obtained from the Bureau of the Mint, 55 Mint St., San Francisco, CA 94175, the Mint's four sales areas the addresses of which are listed in answer no. 26, Federal Information Centers listed in your local telephone directory, and from the order forms available at all Post Offices.

29. Q. Will the Treasury Department advertise this sale in major newspapers and other news media sources?

A. Several press releases will be sent to daily and weekly newspapers as well as numismatic publications. Other forms of advertising may be used later in the summer.

Costs

30. Q. How is the price of the gold medallions being determined?

A. The medallions will be sold at a price based on the daily market value of gold, plus the costs of manufacturing and distribution. The New York Commodity Exchange will be used to determine the daily market value of gold. Because of the widely fluctuating gold value, the prices of the medallions will be set each day, except for Sundays and U.S. holidays.

31. Q. How is the premium on the price of the medallion determined?

A. The premium is determined on the basis of all manufacturing and distribution costs. These figures will be included in the price quoted on the toll free telephone number listed on the order card.

32. Q. Where will the profits from the gold medallions go?

A. All of our sales proceeds, after reimbursement of the Treasury Bullion Fund at \$42.222 per troy ounce, are returned to the General Fund of the Treasury for the benefit of all taxpayers.

After Ordering

33. Q. After I order the gold medallions, how long will it be before I receive them?

A. After orders for the gold medallions are received at the San Francisco Old Mint it will be approximately eight to twelve weeks before customers receive their order.

34. Q. Will I receive an acceptance card for my order?

A. Customers should receive acceptance cards within two to three weeks after their order has been received by the San Francisco Old Mint. The card will show the order identification number, how many were ordered, the type of medallion, the year of the program and the expected delivery date.

35. Q. If I do not receive my order for gold medallions by the expected delivery date, what should I do?

A. Write to the Bureau of the Mint, 55 Mint Street, San Francisco, California 94175, explaining that your order has not been received. It will assist us in our search if you include copies of your records, such as proof of purchase, your acceptance card with your order number, etc. If your order seems to have been lost in the mail, the Mint will initiate a postal trace of your order.

36. Q. What if my gold medallions are never received/lost in the mail?

A. In the event that your order is not received, the Bureau of the Mint will, at its option, reship the medallions or refund the amount of your certified payment for the order. In the event medallions are lost in the postal system, the purchase price will be refunded.

37. Q. How will the gold medallions be packaged?

A. The gold medallions will be packaged in a 3- $\frac{1}{2}$ inch by 5- $\frac{3}{4}$ inch styrofoam holder which has a clear plastic covering. Written on this clear plastic covering is the identification of the program and the gold content of the medallion.

38. Q. How will the gold medallions be delivered?

A. The gold medallions will be sent by first class registered mail.

39. Q. What should I do if my gold medallion could not be delivered by the post office?

A. Undeliverable orders will be returned to the San Francisco Old Mint, 55 Mint St., San Francisco, CA 94175. Customers must notify the Mint of changes of address or a request for reshipment within 12 months from the date the order was placed.

40. Q. Will the Mint replace the gold medallion if its arrives damaged?

A. The gold medallions will be struck in a condition similar to that of the new coins issued by the Mint for general circulation. Damaged gold medallions will not be replaced.

41. Q. What should I do if my package is incomplete?

A. The customer must bear the burden of proof. The Mint is taking precautions to assure that the packaging is accurate. However, in the event of shortage the customer must bear the burden of proof. Each case will be judged on its own merits, but it is preferable that the customer open the package in the presence of witnesses.

42. Q. Can I be put on a mailing list for future offerings?

A. The Bureau of the Mint will not keep a mailing list of gold medallion customers. Announcements of future offerings will be made available in the daily and weekly newspapers as well as numismatic periodicals.

43. Q. What artists will be honored in the following years?

A.	Artist Honored on one ounce medallion	Artist Honored on half ounce medallion
<u>Year</u>		
1980	Grant Wood	Marian Anderson
1981	Mark Twain	Willa Cather
1982	Louis Armstrong	Frank Lloyd Wright
1983	Robert Frost	Alexander Calder
1984	Helen Hayes	John Steinbeck

44. Q. Will the Treasury Department guarantee the price on a "buy back"?

A. The Treasury Department will not repurchase your medallion. For resale, you may wish to contact a collector or dealer in your area.

45. Q. If all the medallions are not sold during the 1980 program, will they be offered at a later date under different conditions?

A. If all the gold medallions are not sold by the end of the ordering period it is possible that the Government will offer them in the future.

46. Q. When will the next program begin?

A. The Department of Treasury plans to offer a one ounce and half ounce medallion to the public each year, 1980 through 1984. Ordering periods will be announced in the daily and weekly newspapers as well as numismatic periodicals.

Hollinger Corp.
pH 8.5



FLOWERS
+ SCROLL DESIGN

839-T-3765

(2)

(P)

Sample Wallpaper

Colonial Portfolio VIII

Sept 26, 1980

PROCUREMENT REQUISITION

ORDERING OFFICE — Submit entire set to Procurement. One copy indicating control number will be returned immediately as acknowledgment of receipt and for reference. **DO NOT DETACH CARBONS.** Use separate requisitions for different types of equipment or supplies. Use attachments if needed.

FOR PROCUREMENT USE

CONTROL NO. PR-80-3813

1. REQUISITIONING OFFICE

Bldg. & Mech. Div.

3. DATE OF REQUISITION

Sept. 26, 1980

2. SIGNATURE OF DIVISIONAL AUTHORITY (or other authorized Official)

Quane H. Goodman

4. DATE REQUIRED

NLT 10/9/80

5. OBJECT CLASS NUMBER (if known)

6. FOR FURTHER INFORMATION CONSULT (Name)

Leroy Baca - Carpenter Shop

7. ROOM

8. PHONE

3583

9. DELIVER TO (Name, Room No., or Shipping Address)

9a. PART USED FOR:

Historical Office

DEPT # 622 ACCT # H82

10. STOCK NUMBER
(a)

EQUIPMENT OR SUPPLIES
(b)

QUANTITY
(c)

UNIT
(d)

UNIT PRICE
(e)

AMOUNT
(f)

① Wallpaper, Colonial Portfolio
VIII Samark and WA924701

Approx. cost \$12.00@

4

rolls

FOB _____

DEL _____

TERMS _____

NAME Sale

STOREROOM STOCK — MAX:
MIN:

USAGE CODE _____

REC'D-PURCHASING BRANCH
1980 SEP 26 PM 3:11

[Signature]

SUGGESTED VENDORS

Floor Decor
2001 S. Santa Fe *Denver 80223*
744-6005

1980 SEP 26 PM 3:27

REC'D-PURCHASING BRANCH

10/3/80

TOTAL \$

memorandum

DEPARTMENT OF THE TREASURY

Bureau of the Mint

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBASUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and ShortagesTO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00

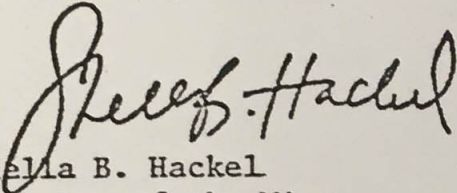
Orig: Mr. Reel
cy: Accts.
Supt. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.



Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli

memorandum

DEPARTMENT OF THE TREASURY

Bureau of the Mint

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBASUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and ShortagesTO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00



Orig: Mr. Rorl
cc: Acctg.
Supt. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

CEIVED

APR 24 1980

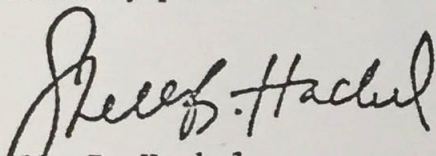
OFFICE OF
SUPERINTENDENT
U.S. MINT AT DENVER

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.


Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli

memorandum

DEPARTMENT OF THE TREASURY
Bureau of the Mint

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBASUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and ShortagesTO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00



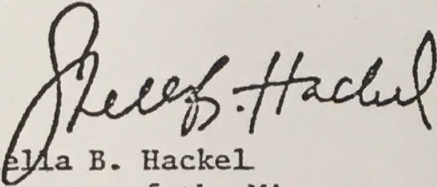
Orig: Mr. Reel
cy: [Signature]
Supt. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.



Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli

memorandum

DEPARTMENT OF THE TREASURY
Bureau of the Mint

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBASUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and ShortagesTO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

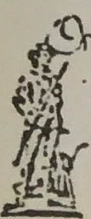
Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00



Orig: Mr. Rael
cc: Accts.
Supt. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

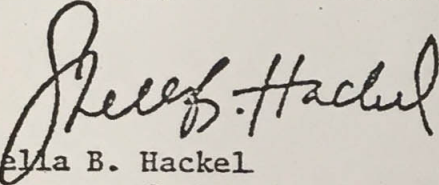
CEIVED
PR 24 1980
OFFICE OF
SUPERINTENDENT
U.S. MINT IN DENVER

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.



Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli



OFFICE OF
DIRECTOR OF THE MINT

DEPARTMENT OF THE TREASURY **RECEIVED**
BUREAU OF THE MINT
WASHINGTON, D.C. 20220

November 7, 1980

NOV 13 1980

OFFICE OF
SUPERINTENDENT
U. S. MINT AT DENVER

Superintendent, U. S. Mint, Philadelphia, Pennsylvania 19106
Superintendent, U. S. Mint, Denver, Colorado 80204
Officer in Charge, U. S. Old Mint, San Francisco, CA. 94103
Assistant Director for Marketing, Washington, D.C. 20220

For some time now the sales areas have had very few requests for previous year publications of the Directors annual reports and the Domestic and Foreign Coin booklets. Therefore, your sales area may offer the prior year publications free of charge to the public. All outdated publications to be distributed free of charge should be charged to cost and the inventory accounts reduced accordingly.

The following outdated publications are on hand.

Annual Report of the Director of the Mint

Sales Areas (Approximate inventory)

<u>FY Publication</u>	<u>Price</u>	<u>Control Number</u>	<u>Phila.</u>	<u>Denver</u>	<u>S.F.</u>	<u>Wash.</u>
1973	\$ 2.05	1073	0	10	0	29
1974	3.15	1074	12	28	133	6
1975	3.05	1075	37	25	84	30
1976	3.75	1076	38	26	34	24
1977	3.75	1077	50	38	48	46

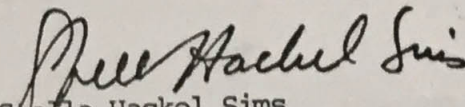
Orig: Exh. & Sales
cy: Supt.
Acctg.

Domestic and Foreign Coins Manufactured
by Mints of the United States

<u>Publication</u>	<u>Price</u>	<u>Control Number</u>	<u>Sales Areas (Approximate inventory)</u>			
			<u>Phila.</u>	<u>Denver</u>	<u>S.F.</u>	<u>Wash.</u>
1773-1973	\$ 3.00	1173	22	0	120	90

Your cooperation is appreciated.

Sincerely,


Stella Hackel Sims
Director of the Mint

Memorandum

DEPARTMENT OF THE TREASURY
Bureau of the Mint

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBASUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and ShortagesTO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

CEIVED

PR 24 1980

OFFICE OF
SUPERINTENDENT
U.S. MINT ALDEN

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00



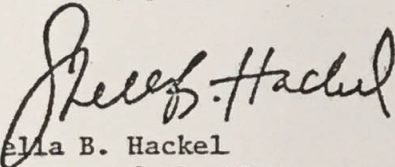
Orig: Mr. Rorl
cy: Accts
Supt. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.



Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli

DATE: April 21, 1980 (15/20)

REPLY TO
ATTN OF: M-WBA

SUBJECT: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

TO: Assistant Directors, Heads of Special Staff Offices,
Superintendents and Officers-in-Charge

UNITED STATES GOVERNMENT
memorandum
DEPARTMENT OF THE TREASURY
Bureau of the Mint

CEIVED

PR 24 1980

OFFICE OF
SUPERINTENDENT
U.S. MINT ALDEN

The following guidelines are issued to improve the internal control over cash overages and shortages from numismatic sales areas and to maintain uniformity in accounting for the same throughout the Bureau of the Mint.

Daily Close Out

The supervisor of each sales office will conduct a daily close out which includes the clearing of all cash registers, reviewing register tapes for voids, correct pricing, overages and shortages, and balancing overages and shortages to cash receipts.

All cash overages will be deposited on a daily basis with the other sales receipts.

A "Cash Overage/Shortage Report," signed by the sales area Supervisor, will be prepared daily. The report should reflect any overages and shortages for the day and be routed to the Accounting Division and Superintendent/Officer-in-Charge. A copy will be retained in the sales office. Overages/shortages in excess of \$50.00 will be reported to the Internal Audit Staff.

Recording Overages/Shortages

The Accounting Division will record daily overages/shortages in the general ledger based on the "Cash Overage/Shortage Report." Cash shortages will be charged to the Undistributed Cost Account (39.10). Conversely, cash overages will be credited to the Undistributed Cost Account (39.10). The amount charged or credited will be the difference between cash receipts and the inventory value of items sold. Examples of entries for overages/shortages are given below.

The following entries are based on Medals for Sale with an inventory value of \$100.00:

Overage with receipts of \$105.00:

Dr. 03.31 Disbursing Funds \$105.00
Cr. 21.10 Medals for Sale \$100.00
Cr. 39.10 Undistributed Cost \$5.00

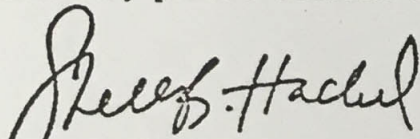
Orig: Mr. Reel
cy: Accts.
Sept. Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

SUBJ: Mint Accounting Procedures Letter No. 2-28
Procedures for Cash Overages and Shortages

Shortage with receipts of \$95.00:

Dr. 03.31 Disbursing Funds \$95.00
Dr. 39.10 Undistributed Cost \$5.00
Cr. 21.10 Medals for Sale \$100.00

These procedures are effective immediately. If there are any questions, please contact the Accounting Systems Staff.



Stella B. Hackel
Director of the Mint

cc: R. Wagner
M. Prentice
Chief, Operations Accounting
T. Diaforli



OFFICE OF
SUPERINTENDENT

THE DEPARTMENT OF THE TREASURY

UNITED STATES MINT

DENVER, COLO. 80204-2693

August 8, 1989

Mrs. Kahegn Chval
19 Arthur Street
Clarendon Hills, IL 60514

Dear Mrs. Chval:

Enclosed is the information that we have immediate access to. We hope it will meet your needs. At this time, I would like to apologize for the delay in meeting your request. Feel free to call me at (303) 844-6202 if you have more questions and we will do our best to answer them.

For your information, most public libraries stock a book called, A Guide Book of United States Coins, written by R.S. Yeoman (sometimes called the "Red Book"). This book can also be purchased at most bookstores for approximately \$4.00 and it is revised yearly.

Sincerely,

Tito E. Rael, Chief
Exhibits and Public Sales

Enclosure



EXHIBITS AND PUBLIC
SALES DIVISION

THE DEPARTMENT OF THE TREASURY

UNITED STATES MINT

DENVER, CO 80204-2893

DATE: November 25, 1992

TO: Exhibits & Sales Staff

FROM: Herb Carey, Supervisor *HC*
Exhibits & Sales

SUBJECT: Proposed Design for Tour Tickets

The following is being proposed for the tour ticket design. Please review and return to Herb Carey with any recommendations, comments or suggestions no later than December 8, 1992.

UNITED STATES MINT
DENVER, COLORADO
TOURS ADMISSION

TUESDAY

8:15 A.M.

PLEASE ARRIVE FOR YOUR TOUR NOT LATER THAN FIFTEEN (15) MINUTES BEFORE THE ABOVE TIME.

DUE TO THE NUMBER OF PEOPLE WANTING TO TOUR THE MINT, WE WILL NOT ALLOW ANYONE WHO IS LATE OR WITHOUT A TICKET.

NOTICE: ALL PERSONAL BELONGING, INCLUDING CAMERA EQUIPMENT WILL BE PASSED THROUGH AN X-RAY SCANNING MACHINE.

memorandum

November 20, 1992

DATE:

Beverly A. Mandigo
Parking CoordinatorREPLY TO
ATTN OF:

SUBJECT: PARKING BEGINNING NOVEMBER 22, 1992

TO: All Employees

The revised parking list is posted in the basement on the parking bulletin board. Many changes have been made in the assignment of spaces. Please check the bulletin board for any changes before Monday, November 23, 1992. New parking permits will be issued to all employees assigned a parking space. New permits will be issued on the following date and times in my office (Room 220):

Tuesday, November 24 1992 -- 6:30 a.m. - 7:30 a.m.
2:30 p.m. - 3:30 p.m.

If you have any questions concerning the allocation of spaces, locations of parking spaces, or any complaints, please contact me at 2196.

UNITED STATES GOVERNMENT
MEMORANDUM
ADMINISTRATIVE SERVICES DIVISION

DATE: November 20, 1992

REPLY TO *Beverly A. Mandigo*
ATTN OF: Beverly A. Mandigo
Chief, Administrative Services

SUBJECT: BUS PASSES FOR DECEMBER

TO: All Employees

Employees participating in the PTI Program may pick up their bus passes for December from Monday, November 23, 1992 through Monday, November 30, 1992 from 8:00 am to 3:30 pm.

If you filled out an application last month, you do not need to do so again. Your signature will be required at the time you receive your pass. New employees to the PTI Program are required to fill out an application located in the basement near the Parking Bulletin Board.

If you have any questions pertaining to bus routes, the type of bus to take, etc., please contact RTD at 299-6700 or 299-6000 prior to picking up your pass.

Questions or concerns in general to the Program, may be addressed to Lee Tomsick at 5902 or myself at 2196.

November 10, 1992

Dear U. S. Mint Employee:

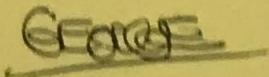
We would like to, again, give employees an opportunity to complete a Health Risk Questionnaire to receive important information on your risk of disease and injury based on current lifestyle habits. Your responses will be processed and a personal report provided to assist you in taking steps to improve your health and well-being.

We are going to repeat last year's procedures. A representative will distribute the Questionnaire, prior to the Wellness Fair, at a brief presentation during your work shift on November 18 and 19. Employees who wish to participate will complete the Questionnaire during this presentation and return the form to the facilitator. Employees not attending the presentation, but wanting to participate, can obtain the forms at the Mint Health Office until November 24. This is voluntary for all employees.

To receive your results, please seal your completed Questionnaire in the attached envelope and return it to the facilitator, the Health Office, or mail it directly to the address on the envelope. To ensure confidentiality, this information will be processed off-site. Individual reports will be available for pick-up at the Wellness Fair on **Wednesday, December 2, from 6:30 to 10:00 a.m. and 2:00 to 5:00 p.m.**

Health professionals will be available at the Fair to summarize your results and answer your questions. Please call me directly at 987-3602 with any questions regarding the attached.

Sincerely,



GEORGE J. KROENINGER
Wellness Administrator
Foothills Community Wellness Program



From: JOSEPH NAGY (JNAGY)
To: TRAEI
Date: Tuesday, November 17, 1992 6:56 am
Subject: COTTON CREEK ELEMENTARY SCH. TOUR

Cotton Creek Elementary School is planning a tour of the Mint for their 1st grad students on Wednesday, Dec 2nd. They plan to get here around 9:30 a.m. There will be two (2) busloads of students/teachers and they would like to get this tour in several groups.

A contact at Cotton Creek is Nancy Deardorff, school phone number is 469-5303. I'm going to be traveling to Washington today, Tuesday - 11/17, but you can leave a message on mail or contact Nancy direct.
Thanks Tito.

Contact after 11:00 am. 11/17

160 Kids 1st graders
15 parents

video & presentation
2 tour guides -

Attn Presentation 14 minutes

Bill Sinko -



THE DEPARTMENT OF THE TREASURY

UNITED STATES MINT

EXHIBITS AND PUBLIC
SALES DIVISION

DENVER, COLO. 80204-2693

January 14, 1993

Dear Mr. Steven J. Muzos,

We received your request regarding the composition of U.S. Coins.

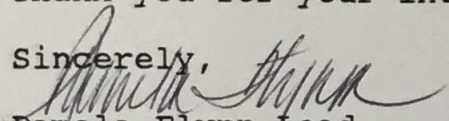
Enclosed you will find information on how coins are made and the content of the materials used.

I hope this information will be satisfactory to those that are requesting it.

If you need further information, please don't hesitate to contact me or a member of our staff.

Thank you for your interest in the coin process.

Sincerely,


Pamela Flynn Lead,
Tour Guide
Exhibits & Sales

cc. Tito Rael (Chief) Exhibits & Sales

6506 Boleynwood Drive
Austin, TX 78745-4834
(512) 441-3597
January 8, 1993

RECEIVED
JAN 12 1993
OFFICE OF
SUPERINTENDENT
U.S. MINT AT DENVER

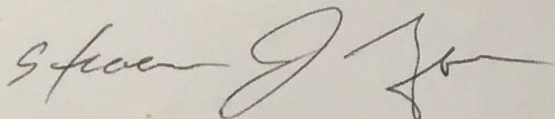
U S Mint
Denver CO 80204

Dear Sirs:

My daughter is in the fourth grade, and her teacher has asked the students to make a poster with examples of various elements. She suggested that the students use a five cent coin (a nickel) as an example of the element nickel. Is she correct in assuming that the coin contains nickel?

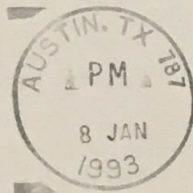
In addition, could you please tell me which materials are found in all of the US coins? I will be glad to pass this information on to her class. Thank you.

Sincerely,



Steven J. Muzos

mu205
6506 BOLEYNWOOD DR
AUSTIN TX 78745



U.S. MINT
DENVER CO 80204

SUGAR



'N' SPICE

"News Straight From The Horse's Mouth"

JUNE-JULY, 1968

R. F. D. , Wheatridge, in Climate Controlled Colorado, U. S. A.

CANDY MAKERS
VISIT
MONEY MAKER



CANDY MAKERS VISIT MONEY MAKER

The manufacture of candy requires money, but what isn't often remembered is that "money requires manufacture."

To have a look at the original source of that most important "element" of company operation and profit, Dorothy and Bill Harmsen, founders of JOLLY RANCHER, which makes "Mint Coolies" as one of the items in its candy line, recently paid a visit to the "money mint" in Denver. They were greeted by the superintendent, Mrs. Marian N. Rossmiller, an old friend, in her newly decorated office with mint green walls, darker green dado, green floral drapes, and green tweed carpeting.



MRS. ROSSMILLER, RIGHT, EXPLAINS SOME OF THE MECHANICS OF THE DENVER MINT TO BILL HARMSEN, PRESIDENT OF JOLLY RANCHER CANDY COMPANY.

Mrs. Rossmiller is the twelfth superintendent of the Denver Mint. She has the distinction of being the only woman executive to head a United States Mint, though her immediate superior is also a woman. The Director of the Mint, who supervises all of the three mints in the country, is Miss Eva Adams, whose office is located at the Bureau of the Mint in Washington, D.C.

President Lyndon B. Johnson appointed Mrs. Rossmiller to her present post on August 1, 1967. Her appointment required the approval of Congressman Byron Rogers of Colorado and the United States Senate. Her qualification for this honor was a long and active career in Democratic politics. She began as a Committee Woman at the

age of twenty-one, then became a Co-Captain and Captain of District 6-B in Denver. In 1960 she was a delegate to the Democratic Convention in Los Angeles which nominated John F. Kennedy. As superintendent, Mrs. Rossmiller is responsible for directing, planning and coordinating all activities of the Denver Mint.

Prior to her appointment, Mrs. Rossmiller was Secretary-Treasurer of the R. & C. Wholesale Company, a Denver candy and tobacco jobbing firm which her husband, Paul J. Rossmiller, operates. Founded in 1948, the company was one of JOLLY RANCHER's first customers when it was pioneering the Fire Stix candy business. Bill Harmsen recalled that he delivered the Stix bars to the R. & C. Wholesale Company in cardboard stock boxes.

A tour of the mint revealed that the following denominations of coins are minted at the Denver facilities: half dollars, quarters, dimes, nickels, and pennies. Since 1965 only clad coins have been produced in the 50¢, 25¢, and 10¢ categories. The half dollar is now the only coin which contains silver. The Denver Mint also makes coins for foreign countries. Coinage has been produced for El Salvador and is now being made for Brazil.

Mr. Charles M. Miller, Assistant Superintendent, stated that the Denver Mint is the most efficient in this country, and has been used as models for mints in foreign countries. The Denver Mint employs 400 people on two shifts. Its modern presses imprint



MR. CHARLES M. MILLER, ASSISTANT SUPERINTENDENT OF THE DENVER MINT, AND MRS. MARIAN N. ROSSMILLER, SUPERINTENDENT, INSPECTING COIN BLANKS AS THEY EMERGE FROM ONE OF THE ANNEALING MACHINES.

BEATRICE AND N. C. W. A. OFFICIALS MEET TO DISCUSS MERCHANDISING FILM

Production of the candy industry's first retail merchandising film was discussed at a meeting in Chicago on June 25, 1968, when Beatrice Foods Company teamed up with the National Candy Wholesalers Association on this project. Planning the initial steps to make this film were a production committee composed of five Beatrice Company officials and three prominent

candy wholesalers, along with N.C.W.A. Executive Vice President C. M. McMullan of Washington, D. C.

JOLLY RANCHER officials in attendance at this meeting were Bill Harmsen, president, and Bud Hilker, Vice President. The other members of this committee are shown in the accompanying photograph.

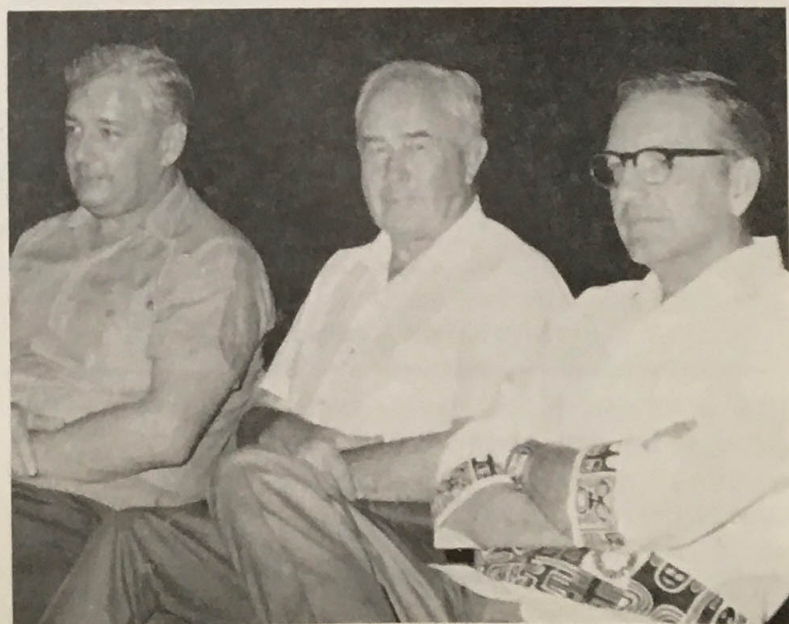


SEATED, FROM LEFT: BILL HARMSEN, JOLLY RANCHER; J. P. FRITZ, FRITZ CO., NEWPORT, MINN.; ROBERT VERBURG, CRYSTAL CANDY CO., GRAND RAPIDS, MICH.; C. M. McMILLAN, EXECUTIVE VICE PRESIDENT OF THE N.C.W.A.; MAX BLOOM, S. BLOOM, INC., CHICAGO, ILL.; AND DR. GEORGE W. SHADWICK, BEATRICE FOODS CO., CHICAGO, ILL. STANDING FROM LEFT, ARE: LEE RANDON, DON KEMPER AGENCY, CHICAGO, ILL.; DICK KAMINS, D. L. CLARK CO., PITTSBURGH, PA.; GENE HEGEL, DON KEMPER AGENCY; JOHN HOERMANN, M. J. HOLLOWAY & CO., CHICAGO, ILL.; EUGENE STALEY, DON KEMPER AGENCY; ROY SHAMBO, DON KEMPER AGENCY; AND BUD HILKER, JOLLY RANCHER.

BILL HARMSEN IN HAWAII

In the photo, right, Bill Harmsen, president of JOLLY RANCHER, is shown wearing his Hawaiian shirt while attending a session at the Western Candy Conference, which was held at the Hawaiian Village Hotel on Waikiki Beach in Honolulu, Hawaii, last February 18 to 22. With Bill Harmsen, right, are Mr. Frank Timberlake, center, who is Vice President of the Guittard Chocolate Company in Burlingame, California, and Mr. Henry Spini, left, who also is associated with Guittard's.

-- -0- --



four coins on both sides with one stroke.

Mr. Miller explained that seven steps are involved in the manufacture of coins. These are the makeup of the metal in the right proportions, melting and casting the metal into ingots, rolling the ingots to the proper thickness of the coin, punching the blanks from the rolled strip of metal, annealing and cleaning the blanks, upsetting the edges (forming the raised edges so the money will stack and to protect the imprint), and stamping the impressions on the coins. The finished coins are counted and sacked by automatic counting machines, and then weighed as a double check.



MR. FRED SCROGGINS, WEIGHER, EXPLAINS THE PROCESS OF WEIGHING FILLED SACKS OF COINS TO MRS. MARIAN ROSSMILLER, SUPERINTENDENT OF THE DENVER MINT, IN CENTER, AND TO MRS. DOROTHY HARMSEN OF THE JOLLY RANCHER CANDY COMPANY.

The Denver Mint gives the impression of having only two floors, while actually there are five floors. Operations in the present building were begun in 1906. A large double desk and a walnut bookcase in Mrs. Rossmiller's office are original

pieces of furniture dating back to 1860, when the mint was under the operation of Clark, Gruber and Company. A direct telephone line to the Treasury Department in Washington, D. C., also is located in the superintendent's office.

As Denver's Number One tourist attraction, approximately 190,000 visitors pass through the mint each year.

- - -0- - -

COVER PHOTO

MRS. MARIAN N. ROSSMILLER, SUPERINTENDENT OF THE DENVER MINT, IS PICTURED AT RIGHT SHOWING MRS. DOROTHY HARMSEN OF JOLLY RANCHER CANDIES ONE OF THE MINT SETS OF UNCIRCULATED COINS, WHICH VISITORS MAY PURCHASE AFTER THEY HAVE TOURED THE MINT.

HISTORY OF THE DENVER MINT

BY: MRS. MARIAN N. ROSSMILLER, SUPERINTENDENT

THE MINT STORY STARTS WAY BACK IN KANSAS DURING 1857 WHEN A FALL LEAF AND GOLD BECAME SYNONYMOUS WITH "THAR'S GOLD IN THEM THAR HILLS."

"FALL LEAF" WAS A DELAWARE INDIAN WHO HAD BEEN ON AN EXPEDITION WITH COL. SUMNER IN THE PIKES PEAK AREA. UPON RETURNING TO THE KANSAS TERRITORY HE DISPLAYED BITS OF GOLD TO THE SETTLERS AND THEREBY PLANTED THE SEED OF "GOLD FEVER." WHEN GENERAL LARIMER SENT SAMPLES OF GOLD DUST FROM THE NEW CITY OF DENVER, THE INTEREST ROSE TO FEVER PITCH, AND BY APRIL, 1859, MORE THAN A THOUSAND PERSONS HAD COME TO THE DENVER AREA.

THE PROBLEM OF A MEDIUM OF EXCHANGE SOON BECAME VITAL. WHILE A PINCH OF GOLD DUST COULD PAY FOR 25¢ ITEMS, LARGER AMOUNTS REQUIRED A SCALE AND AN HONEST MERCHANT. THE DILUTING OF GOLD WITH BASE METALS CAUSED MINERS TO PAY CLOSE ATTENTION TO THEIR TRANSACTIONS.

SHIPPING GOLD DUST TO THE PHILADELPHIA MINT WAS UNPROFITABLE, BECAUSE OF HIJACKING AND ROBBERY. FINDING THAT THERE WAS NO STATUTE FORBIDDING THE PRIVATE MINTING OF COINS, THE FIRM OF CLARK, GRUBER & COMPANY SET OUT TO BUY MINTING MACHINERY AND PAID \$600 FOR THREE LOTS AT 16TH & MARKET STREETS IN DENVER. THEY CONSTRUCTED A BUILDING FOR \$5,000, AND THEIR COINS BECAME THE PRINCIPAL MEANS OF EXCHANGE. BUT THE WAYS AND MEANS COMMITTEE IN WASHINGTON, D.C., WITH THE ENCOURAGEMENT OF THE PHILADELPHIA MINT, DECIDED PRIVATE MINTING WAS LEGALIZED COUNTERFEITING, SO THE CLARK & GRUBER MINT BECAME THE PROPERTY OF THE U.S. GOVERNMENT. THE MINT REVERTED TO AN ASSAY OFFICE, AND REMAINED AS SUCH UNTIL 1895 WHEN CONGRESS PASSED AN ACT TO BUILD A NEW MINT AT COLFAX & CHEROKEE AVENUES TO PRODUCE GOLD AND SILVER COINS. FROM THE BEGINNING OF OPERATIONS IN 1906 TO THE PRESENT TIME, THE RETURN OF THE "D" MINT MARK HAS STOOD FOR THE DUAL MEANING OF DEPENDABILITY AND DENVER.



Charles W. "Chuck" Baker has been appointed as chief accountant in the JOLLY RANCHER office. A native of Great Bend, Kansas, "Chuck" attended Kansas State University in Manhattan, Kansas, where he majored in Business Administration. He received his Bachelor of Science degree in 1961. Prior to coming to JOLLY RANCHER, "Chuck" was employed by the Samsonite Corporation and Eaton Metal Products Company in Denver. He is a member of the Church Council of St. Mark Lutheran Church in Applewood, Colorado, and for recreation he enjoys fishing, hunting, and skiing. With his wife, Carol, and small daughter, Stephane, he makes his home in Arvada, Colorado.

- - -0- - -

"Why did the mother knit three socks to send her G.I. son?"

"Because he wrote that he had grown another foot."

* * * * *

Mrs. A.: "Did your husband retire?"

Mrs. B.: "Yes, I now have twice as much husband on half as much income."

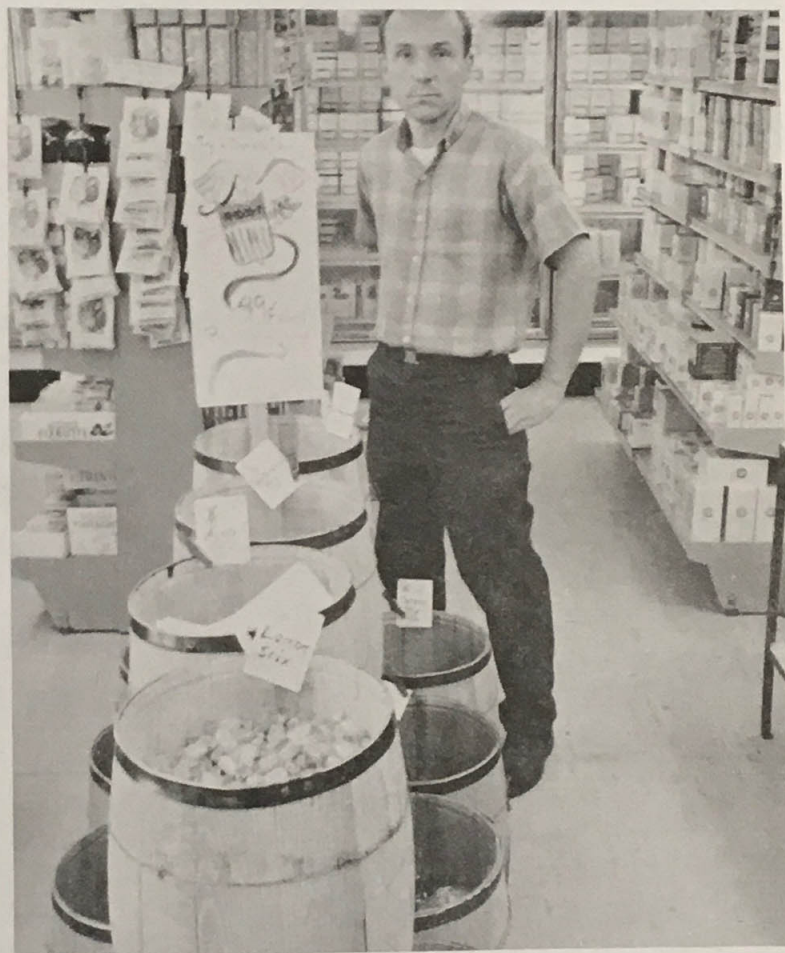
- - -0- - -

As we grow older it is clear
That lesser hazards face us.
Temptations do not disappear,
But fewer of them chase us.

MURPHY'S LAWS

1. IF ANYTHING CAN GO WRONG, IT WILL.
2. NOTHING IS EVER AS SIMPLE AS IT SEEMS.
3. EVERYTHING ALWAYS COSTS MORE MONEY THAN YOU HAVE.
4. IF YOU FOOL AROUND WITH A THING LONG ENOUGH, IT WILL EVENTUALLY BREAK.
5. IF YOU TRY TO PLEASE EVERYBODY, SOMEBODY IS NOT GOING TO LIKE IT.
6. IT IS A FUNDAMENTAL LAW OF NATURE THAT NOTHING EVER QUITE WORKS OUT.
7. IT IS EASIER TO GET INTO A THING THAN GET OUT OF IT.
8. IF YOU EXPLAIN SOMETHING SO CLEARLY THAT NO ONE CAN MISUNDERSTAND, SOMEONE WILL.
9. WHATEVER YOU WANT TO DO, YOU HAVE TO DO SOMETHING ELSE FIRST.

OHIO STORE FEATURES J/R CANDIES



JOLLY RANCHER Stix Kisses are sold from barrels in Weber's Epicure Shop in Cleveland, Ohio. Bill Weber, shown next to the J/R candy display, operates the store with his brother, Bob. Bill told J/R broker Bob Blumenthal that Jolly Rancher candies are the fastest moving items they handle. Customers can't miss the barrel display, as it is the first thing they see upon entering the store. Weber's is one of JOLLY RANCHER'S best customers of bulk candies. It looks like they will need two more barrels for J-R's new flavors, Strawberry and Roo-Barb.

JOLLY RANCHER PLANT WINNERS IN BEATRICE FOODS "BUST-A-BILLION" CONTEST



The accompanying photos are proof of the fact that those JOLLY RANCHER employees, who were winners in the recently held Beatrice Foods Company "BUST-A-BILLION" contest, were very happy with their prizes.



HARD CANDY DEPARTMENT WINNERS WERE OPAL DUFFY, LEFT, AND IDA GREEN, RIGHT.

WINNERS IN THE OFFICE WERE, FROM LEFT: LUCILLE LADD, DICK LAMB, AND MARGIE McCULLOCH.



SUGAR 'N' SPICE

"News Straight From The Horse's Mouth"

A monthly publication for employees, distributors and customers of Jolly Rancher Candies.

EDITOR. DOROTHY B. HARMSSEN
ASSISTANT EDITOR. MILDRED UHLIG
PHOTOGRAPHY. BUD HILKER

CIRCULATION 8,000

Jolly Rancher is the only candy Guaranteed to be positively superior to any other you have ever eaten!

And It's "Made in America."



LUCKY WINNERS IN THE CHOCOLATE DEPARTMENT WERE FROM LEFT, JERRY FOUTS AND ANGIE LUTSKA.

"X-RAYS ATE MY DATA": AN AIRPORT SECURITY MYTH

BY BUD SADLER

To many business travelers, the greatest attraction of battery-powered portable computers is the ability to use them on airplanes. Time formerly spent reading, sleeping, relaxing, daydreaming, or otherwise enjoying yourself but accomplishing nothing of value to your company can be used to write a report, update your expense account, adjust a spreadsheet, or otherwise get some real work done, all through the miracle of in-flight computing.

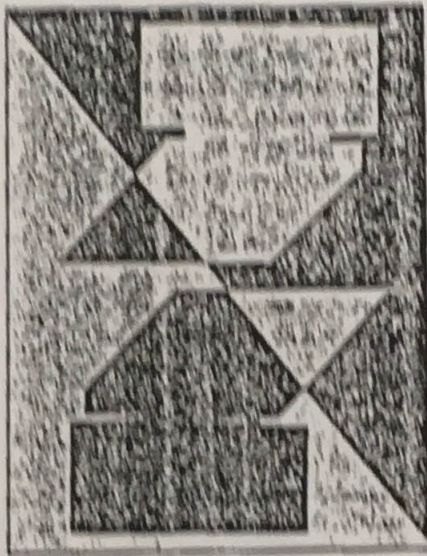
But before you can realize these promised productivity gains, you must run the gauntlet of airport security, with those x-ray scanning devices and metal detectors. If you can make it past these media minefields with your disks and data intact, then it's clear sailing ahead and you can look forward to a couple of hours of computing time undisturbed by the usual workday interruptions of ringing telephones, noisy office machines, and gabby coworkers. Or so you think.

You may be in for a surprise. The biggest problem with carrying and using a portable computer on a plane lies not in the high-technology security systems used at airports, but in the low-tech realities of airline travel.

Awareness of what the real hazards are can help today's computerized pilgrims plan their trips more efficiently and use their time more productively. Let's begin by looking at what are usually perceived to be the perils inherent in computing in flight. Remember that we'll be dealing with domestic travel only; international travel presents a multitude of additional problems better left to another article.

AIRPORT '88

You've read it in various computer magazines and heard it said by colleagues: "Don't send your portable through the airport x-ray machines!" The fear is that the x-rays will scramble your hard disk, and the next time you call up your word processor you'll get hieroglyphics. Similarly, popular wisdom has it that one should never pack



floppy disks in luggage that will be going through the scanner, or the data will surely be erased.

Sounds like good advice, but in fact such caveats are based more on superstition than on solid technological bedrock. The x-rays used in scanning machines in the United States are of such a low level that a roll of undeveloped photographic film with a film speed of ISO (ASA) 1000 can be passed through the machine as many as 15 times without damage.

You want numbers, I'll give you numbers! The x-ray scanning machine emits a radiation dose of between 0.05 and 0.1 milliroentgen per exposure. By comparison, a dental x-ray gives off approximately 5,000 milliroentgens. A little quick math tells us that's about 50,000 to 100,000 times the radiation of the scanner.

The American Society for Testing and Materials (ASTM) reports in Standard F 792-88, *Standard Practice for the Design and Use of Ionizing Radiation Equipment for the Detection of Items Prohibited in Controlled Access Areas*, that, other than unprocessed photographic film, "To date, no other known products, including magnetic recording media and semiconductor memory devices, are significantly affected

by low-level x-ray screening procedures. Now would the ASTM lie to you?

THE FORCE IS WITH YOU

But it's not the radiation you're worried about, it's the electromagnetic forces lurking inside the machine, right? Well, the company that makes about 95 percent of the scanners used in this country (Astrophysics Research of Long Beach, CA) has found that the area of greatest electromagnetic flux is not inside the scanning devices at all but on the face of the monitor used by the security guards to view the contents of articles passing through the machine. To test the effect on magnetic media, they have taped floppy disks to the screen and operated the machine normally for 24 hours and found no effect whatsoever.

All right then, how about metal detectors? Certainly any contraption designed to detect ferrous metal concealed on a person would trash a floppy disk? Nope. The metal detectors used at airports in the United States are restricted to a field strength of less than 1 gauss so as not to interfere with certain types of heart pacemakers. When you consider that it takes about 25 gauss to erase a floppy disk, you can appreciate that any device with sufficient field strength to degauss a disk would also cause any metal on, in, or about your body to do the cha-cha, so loss of data would be the least of your worries.

UP, UP, AND O'VEY

Once you've made it past airport security and onto the plane, you probably think you're problems are over, and nothing can stop you from whipping out your portable computing device and getting all the work done that you would be doing if you were back in the office. Well, think again. There are a host of trivial annoyances waiting for you on the plane that will conspire to keep you from getting any real work done with your portable.

In an ideal world, you would stow your computer under the seat in front of you, relax, and enjoy the takeoff. Then, when the "fasten seat belts" and "No smoking" lights have been extinguished, you would

MINOLTA
WEATHERMATIC DUAL
 Underwater autofocus camera
 with Tele-Wide lens system (FC) **154.95**
FREEDOM VISTA NEW
 Shirt Pocket Size Autofocus Camera Takes
 Stunning Panoramic Pictures **IN STOCK**
 FREEDOM AF35 AUTOFOCUS **77.95**
 FREEDOM ZOOM 90 **164.95**
 FREEDOM ZOOM 105 **239.95**

PENTAX

IQ ZOOM 105 with 35-105 zoom w/macro
 & intervalometer. In Store Only **219.95**

Mail & phone orders; Visa/MC/Discover OK. Shipping & insurance; UPS rates apply plus 2% of the total order & \$4.95 for handling. 10 day
 money back guarantee, less shipping on mail orders provided merchandise is returned in new condition. Received with papers & packing
 intact. All items carry USA warranty unless marked (FC). (FC) denotes Focus' exclusive warranty which is available upon request.
 All Video cash & carry. Availability of some items may be limited. This ad supercedes previous ones. Focus Camera 1991.

SLIDE	PRINT
KK 135-36 64 3.95 7.99	EC 135-36 100 4.40 7.85
KL 135-36 200 6.85 9.90	EC 135-36 100 4.40 7.85
GA 135-36 100 2.15 7.99	GA 135-36 100 2.15 7.99
GA 135-36 100 2.65 10.60	GA 135-36 100 2.65 10.60
CW 135-36 125 3.25 9.20	CW 135-36 125 3.25 9.20
GB 135-36 200 2.90 8.89	GB 135-36 200 2.90 8.89
GB 135-36 200 3.45 11.40	GB 135-36 200 3.45 11.40
GC 135-36 200 2.95 8.92	GC 135-36 200 2.95 8.92
GC 135-36 400 3.95 11.88	GC 135-36 400 3.95 11.88
FUJI	RD 135-36 100 3.50 6.99
SLIDE	RH 135-36 400 3.95 7.49
PRINT	CN 135-36 100 2.35
POLAROID 600 (8/91)	7.00
POLAROID 669 TWIN PACK	16.50
POLAROID SPECTRA TWIN	17.80

MINIMUM 10 TAPES	
JVC T-120 XR	2.39
TDK T-120 HS	2.48
TDK T-120 EHG	3.39
TDK T-160 (8 HOUR)	3.99
TDK T-120 SUPER VHS	7.25
MAXELL T-120 EX	2.48
MAXELL T-120 HGX GOLD	2.99
MAXELL SUPER VHS T-120	7.49
8mm 120 min TDK	4.50
30 2.99 60 3.69 90 3.99	
H18 120 min TDK	6.99
JVC VHSC TC-20/60	3.19
MAXELL HGX GOLD TC-20/60	3.69
MAXELL HGX GOLD TC-30/90	4.69

Stamps • Coins Medallic

Coins Wanted 923

INVESTOR PAYS TOP PRICES
 COINS. Will travel. Advertiser Since
 Send for list of extra coins. Mr. Lee,
 186 Pelham NY 10803 or call 914-636-089

CAMERAS AND EQUIPMENT

For Sale 9302

ROCKLAND PHOTOFAIR

Sunday Aug. 4, 10-4P.M.
 Sheraton Hotel, Mahwah, N.J.

BUY SELL TRADE
 Cameras, lenses, accessories, photo mem-
 orabilia. Admission \$4.00, with ad \$3.00.
 We're located on Route 17, 1/2 mi south of
 NY Thruway Exit 15. Info 201-533-1991

Miscellaneous Services 9304

USED 16mm SOUND FILM
 approx 40 reels, some old movies shown on
 TV, were in storage, some may have water
 damage. 516-567-0820

Printing & Processing 9306

LEICA M3 SS
 Dual range F2 Summicron, MC meter,
 excell cond \$800. Nikonal FTN w/1.4 lens,
 excell cond. \$200. (718) 428-7015

FILM PROCESSOR-4 SALE
 Log E-24" for lithofilm.
 Will sacrifice 1/2 new cost.
 Call 9-5, Mon-Fri, 718-492-3402

Wanted 9393

CAMERA—GRAPHIC ARTS
 Misomex Step & Repeat Wanted
 Old Style Hydraulic—Will buy for parts
 Need not be working. 718-492-3400

DIAZO
 VERSION
 WORKS
 BETTER

WILL HELP YOU:

- PLAN YOUR WEEK
- CATCH UP ON THE SPORTS SCORES
- TAP A POOL OF GENERAL KNOWLEDGE THAT WILL MAKE YOU A SHARPER PERSON IN THE OFFICE, A MORE FASCINATING CONVERSATIONALIST AT DINNER. BUY

The New York Times
 TOMORROW TOO.

...ner shooting to
 Cola, I.B.M., Eastman Kodak and
 BMW, returned home one night to
 hear his wife, Darius, a poet, suggest
 that he develop a picture project out-
 side his work. She said he should give
 himself a reward: shooting pictures
 for his own pleasure.

Her idea was simple. Working only
 weekends, whenever possible, Mr.
 Kuzmanoff would arrive in a town on
 Friday, start shooting on Saturday
 and finish on Sunday. Then, refreshed
 from encounters with the unfamiliar,
 he would go home.

On his first shoot, Mr. Kuzmanoff
 covered Blackbird and Smyrna, Del.
 "I got such a kick out of it," the 69-
 year-old said in a recent interview,
 "and the good feeling continued for
 the rest of the week."

His wife combed the atlas. Saying
 town names out loud, they listened for
 sound and rhythm. Names sounded
 like free verse: Paradise, Pa.; Bend,
 Ore.; McCook, Neb.; Cimarron,
 Colo.; Hector, Minn.; Wheel, Tenn.
 The towns the Kuzmanoffs selected
 had to be unknown to both.

Mr. Kuzmanoff had his dream as-
 signment, a chance to be his own
 boss, answering to no one but himself.
 But he had no sponsor and paid for
 everything: shooting, processing, the
 inns, car rentals and air fare. He has
 spent about \$1,500 per state, or about
 \$75,000, on the entire project, he said.

After Cando, N.D., Mr. Kuzmanoff
 added either Monday or Friday to his
 weekends to obtain images of people
 working.

He carried just enough equipment
 to do the job. He had to travel fast,
 light and alone. In his camera case,
 the size that fits under an airplane
 seat, were three Nikons, eight lenses,
 a Widelux camera for panoramas, a
 tripod, red and yellow filters, film, an
 exposure meter and no lighting equip-

John Durniak is a freelance writer,
 editor and consultant on photogra-
 phy.

...es, their
 that couldn't be pho-
 tographed from the street.

He had already shot in six states —
 Delaware, Pennsylvania, North Da-
 kota, New Hampshire, Mississippi,
 and Arizona — when Life magazine
 announced a picture contest in 1970.
 Mr. Kuzmanoff entered.

A superb printer, one of a handful
 in America to train under Ansel Ad-
 ams and Minor White at the Califor-
 nia School of Fine Arts in San Fran-
 cisco, Mr. Kuzmanoff spent night af-
 ter night producing rich, full-toned
 prints. The excitement of the original
 idea grew into the possibility of cov-
 ering all of the United States.

The judges at Life awarded his
 essay first prize.

In 1985, 16 years after he started
 shooting, he finished his final state,
 Alaska. Since then he has edited thou-
 sands of negatives, painstakingly cre-
 ating master prints.

Last year he met with two United
 States Representatives — Ed Jen-
 kins, Democrat of Georgia, and
 James L. Oberstar, Democrat of Min-
 nesota — and showed them his prints,
 which he now calls the Museum Col-
 lection of Americana Photography.
 They discussed the possibility of an
 exhibition in Washington. Later, Rep-
 resentative Ted Weiss, Democrat of
 New York, joined his colleagues to
 support an exhibition.

The premiere showing of Mr. Kuz-
 manoff's essay will take place in the
 rotunda of the Cannon House Office
 Building. The exhibition is tentatively
 scheduled for the last two weeks in
 May.

This is not the only self-assignment
 success story. Jean-Pierre Laffont of
 the Sygma Agency wanted to photo-
 graph children of the world for the
 United Nations celebration of the
 Year of the Child. Unable to obtain
 backing, he did it on his own, and it is
 one of the most successful photo es-
 says of our time.

Are those mysterious symbols on a dollar bill borrowed from the Freemasons?

Dollar bills come and go so quickly that hardly anyone ever thinks of the strange design on the back: the great seal of the United States, with its bristling eagle, strange pyramid and hovering eye.

Who would take the time, buying a cup of coffee or an ice-cream cone, to consider the mystery of these symbols, which change hands countless times every day?

Over the years many attempts have been made to give a reason for the presence of the symbols on the seal and the bill. One explanation is that many leaders of the American Revolution were Freemasons, and that the group's symbols might therefore have found their way into symbols of the emerging nation.

That is by no means the accepted explanation. In "The Eagle and the Shield: a History of the Great Seal of the United States," a 1976 State Department publication, Richard S. Patterson and Richardson Dougall argue that, "It seems likely that the designers of the Great Seal and the Masons took their symbols from parallel sources, and unlikely that the seal designers consciously copied Masonic symbols."

But the argument that there are Masonic elements in the seal can be a discussion-stopper. Who wants to think that a national symbol is linked with a secret organization?

Those who support the case for Masonic symbolism recall that in England in the late 1600's, stonemasons found their numbers declining.

To bolster their rolls they began accepting honorary members: men who couldn't lay a course of stone but were highly regarded by their neighbors and might have had a few quid for refreshments.

By 1717, a Grand Lodge was formed in London, and by 1738 the old order of stonemasons had evolved into the Ancient Free and Accepted Masons, an order with few real masons but many "accepted," or honorary, members. The implements of masonry began to take on symbolic meanings, many of them religious.

American Masons first met in 1720 in Boston. Within half a century, Freemasons were meeting in the lodge rooms of Boston and at the Green Dragon Tavern there, plotting the overthrow of the British colonial authorities.

While many non-Masons were also involved, Masonic historians say that three of the best-known firebrands — Peter Faneuil, Paul Revere and John Hancock — were Masons.

With many of the 56 signers of the Declaration of Independence Freemasons, it is possible that when the great seal of the United States was to be designed, Masons were among those asked to help prepare it. While it is hard to know today what the designers were thinking, some modern Masons point out some interesting associations.

The eye, they say, is the eye of the all-seeing Grand Architect, a Masonic term for God. And to Masons the pyramid signifies the release of



Some people argue that because many Revolutionary leaders were Freemasons, the great seal may include Masonic symbols.

The eye over the pyramid suggests the all-seeing Grand Architect.

the Israelites from slavery in Egypt, a theme the economically enslaved colonists may have embraced.

There are certainly many symbolic elements that have less to do with Freemasonry than with the Revolution. The pyramid has 13 courses of stone, one for each rebel colony, and the date across the bottom, shown in Roman numerals, is 1776.

The motto "Annuat Coeptis," Latin for "He has favored our undertaking," appears above the pyramid. "Novus Ordo Seclorum," meaning "A new order of the ages," appears underneath.

On the right side of the reverse of the dollar bill appears the face of the

great seal, the coat of arms of the United States. Here it is more difficult to make a case that the symbols are specifically Masonic. But some Masons assert that the eagle represents the patron of Freemasonry, St. John the Evangelist.

It might take the most imaginative of symbolists to find a Masonic connection in the number of feathers the eagle displays. But some who are that imaginative note that one wing has 32 feathers and the other 33.

Perhaps it is just chance: who would require an artist to depict the same number (or any particular number) of feathers in each wing of an eagle? But it is at least a coincidence that 32 and 33 are the highest number of degrees conferred on a Mason as he passes through the Scottish rites, one of two series available to a Mason. The other, called the York, has only 9 ranks — the number of feathers in the eagle's tail.

Whether these symbols are truly derived from Freemasonry or were just an amalgam of popular designs of the late 18th century, no one may ever know. But the odd design can certainly give pause.

Works in Progress



Here's your chance to achieve a small moral victory.



Gabriel Cortez
Colombia
Age 4

What would you do if you saw a lost, frightened child?

You'd probably stop, pick him up, brush away his tears, and help him find his way. Without even thinking about it. And there's a reason.

You know what's right.

And right now, you can do just that. You can act on instinct... by reaching out to *one* desperately poor child, thousands of miles away.

Through Foster Parents Plan, you'll be helping a child who almost never has enough to eat. A decent place to sleep. Medical care. The chance to learn. Or hope.

It's your choice.

You can even choose the child you'd like to sponsor. A boy or girl. In a country where *you'd* like to help. You'll be helping that child within his own family. And more, helping that family to work with other families to make a better life for their children.

In fact, for just \$22 a month, you'll make it possible for a child to have food, medical care, schooling — and hope. That's only 73¢ a day. Imagine. Your spare change could change a child's life.

Please don't wait.

If you saw a helpless child on the street, you wouldn't wait. You'd help that instant. Please don't wait now, either. Send in the coupon or call toll-free 1-800-225-1234.

And achieve a small moral victory that can make a big difference for a needy child.

To start helping even faster, call toll-free:

1-800-225-1234

In RI call 401-738-5600

Send to:

Kenneth H. Phillips, President
Foster Parents Plan, Inc., 157 Plan Way
Warwick, RI 02886

K 401

I want to become a Foster Parent to:

☐ The child who has been waiting the longest, or as indicated;

$$100 \times 216$$

$$21,600$$

3

$$64,800$$

15

$$324,000$$

$$64,800$$

$$72,000$$

$$80 \times 112$$

$$8,960$$

15

$$134,400$$

/ This "copper" is in reality the base silver-copper alloy commonly called billon. It was extensively used on the Continent for coins of small denominations.

/ The quattrino was a billon coin, weighing 0.65 grams, about 17 mm. diameter and worth 1/40 of a giulio. Other coins mentioned by Biringuccio are the giulio (page 430) and the grosso (page 405).

or two in silver would be so small a piece that it could be not conveniently used if one had a quantity to handle, it has therefore become customary to mix with it that quantity of copper which is added in order to make the piece larger. In this also, after the quantity that you wish to work into money has been taken, it is melted in a lade or large crucible and alloyed by adding to every pound of fine copper enough fine silver - usually one ounce, three pennyweight for every pound - to give it the value you wish the resultant money to have, subtracting, however, the amount that is to cover the expense, or that is promised to you by the prince. When this has been melted, it is cast in hot iron plates greased with fat or with a mixture that is made to cause it to run better, which I shall also teach you. Then the said thin cast plates are taken and cut with the large cutting pincers, making bars as long as can be gotten from the plates. Then they are cut crosswise and little squares like dice are made, large enough to contain the weight of the quattrino. Now made in this way, these pieces are annealed with charcoal and when annealed are all flattened out with two or three hammer blows by one or more stampers. Then they are annealed again and you proceed with these in a way similar to the others described to you up to the point where they are to be finished. But now the end varies according to the places where such money is current, because some prices want them to appear white and some black. Those coins that are to appear white are made to appear white by means of the blanching liquor. These that are to appear black are made so in a large frying pan perforated like a sieve, in which they are put with burning charcoal and frequently tossed up many times so that they may be in the air and may be heated without burning. Thus the silver is forced to cast out its blackness as all base silvers always do. When the coins made in this way have been freed of charcoal and cooled, they are sent to the dies, and so reach their final end.

Now since I have advised you concerning all the precautions that I could, I do not wish to omit this additional one - that you take every care to have good masters who make good and beautiful master dies* for you. For these almost always cause people to praise the coin together with those who have made it and those who have had it made, and it is a thing that everyone approves as good and holds that much more dear.

Now, concerning the skill and procedure necessary for this practice, I shall repeat in general: First, it is necessary to know well how to assay, to cement, to make (134) cupeling hearths, to part, and to make all kinds of melts when necessary. I do not repeat

* Stozzi

them again, since I have previously told you of these things in the part on ores in the Third Book.

I now wish to teach you the dressing that I told you before is for greasing the plate moulds so that the molten copper cast therein may spread out and become thin. If you could have strong soft-soap scum it would be better because it is softer; washing lye suds are also good. In a quantity of one of these things put enough cow dung to make it as thick as a sauce. Then pass it two or three times through a sieve so that it becomes very fine. Furthermore, put half a pound or more of the soap used for washing clothes in every three or four bowlfuls of this mixture; if you put in more it will be that much better. Alternatively put in old tallow or some other grease. When your moulds have been very well heated, thoroughly grease them with this composition after it has been properly compounded over the fire, and cast in them at your pleasure. By greasing them with oil of sublimate you can also make every casting run and come out well, but it is a thing that requires excessive expense and labor to do.

1980

(1982 annual & 100000)

ANNUAL SUMMARY OF RECORDS HOLDINGS
(See Instructions on reverse before completing form)INTERAGENCY REPORT CONTROL NO 1094-GSA-AN
REPORTING PERIOD (From-To)

To:

CASH Division
ATTN: RAY WELLS
CASH Accountability Supervisor

FROM (Reporting unit)

U.S. MINT
Denver Colo 80204
Exhibits and Public
Sales Division

VOLUME OF RECORDS (cubic feet)

STATUS-ACTION	DEPARTMENTAL		FIELD		TOTAL (e)	
	CURRENT FILE ROOMS AND OFFICES (a)	STAGING, HOLDING AND OTHER STORAGE AREAS (b)	CURRENT FILE ROOMS AND OFFICES (c)	STAGING, HOLDING AND OTHER STORAGE AREAS (d)		
1. ON HAND-BEGINNING OF PERIOD						
2. TRANSFERRED TO:						
a. FEDERAL RECORDS CENTERS OR NATIONAL ARCHIVES						
b. OTHER AGENCIES						
3. DESTROYED						
4. ON HAND-END OF PERIOD	2		7			
5. MAGNETIC TAPE (Number of reels included in item 4(e))					NO. OF REELS	
6. AUDIO VISUAL RECORDS (Volume of each included in item 3(e) destroyed under the authority of 101-11.404-2, General Records Schedule 21).			STILL PICTURES	MOTION PICTURES	SOUND RECORDINGS	VIDEO RECORDINGS

CERTIFICATION:

The records holdings reported on this form are covered adequately by current and operational Records Control Schedules as provided by Subpart 101-11.4, "Disposition of Federal Records" of the Federal Property Management Regulations.



Yes



No

(If "No", please attach explanation)

REMARKS: (Include comments on significant increases or decreases in holdings, any plans for records cleanup campaigns, or any other significant records disposition matters)

New Division

NAME OF PERSON WITH WHOM TO CONFER

PHONE NUMBER

DATE PREPARED

TITLE

SIGNATURE

10/14/80

Public Service Staff Supervisor

L. E. Blair

1st 308

NSN 7840-00-634-4094
Previous Edition Not UsableSTANDARD FORM 138 (REV 5-79)
Prescribed by GSA FPMR 101-11.102-

L. J. Galt

PROCEDURE
TO RECORD BARS AND WEIGHTS

1. Use one "Gold Bar Card U. S. Mint 908" for each bar.
2. Record all the following information on this card:
 - A. Melt no. in "Melt" (field A)
 - B. Fineness in "Fineness" (field B)
 - C. Number of ounces in this bar in "Gross Bar Oz." (field C)
 - D. Bar number of this bar in "First Bar" (field D)
 - E. Initials of person weighing bar in "Weighed By" (field E)
 - F. Initials of person checking the weighing in "Checked By" (field F)
 - G. Date of Weighing (as 12/07/74 in "Date" (field G)
3. Record weight to 2 decimal places; fineness to 4 decimal places.
4. Have all cards punched at field site and then shipped to Washington.
5. Duplicate the "908" card which was produced for the entire melt and send it to Washington.

Tactful Phraseology

for Telephone Use

Don't Say:

"Who is this?"
"Who's calling?"
"Who are you?"

Do Say:

"May I ask who is calling, please?"
"May I tell him who is calling, please?"
"May I tell her who called, please?"
"May I take a message for him, please?"
"May I have him call you?"

"What's your name?"

"May I have your name, please?"
"I am sorry, but I did not get your name."
"I'll be glad to help you. May I ask who's calling?"

"What's the address?"

"May I have your street address, Mr. Jones?"

"What's your telephone number?"

"May I have your telephone number, Mrs. Smith?"

"What's the telephone number?"

"Do you know the telephone number, Mr. Jones?"

"What do you want to talk to him about?"

"Mr. Jones is not in his office. May I help you?"

"What information do you want?"

"May I help you?"

"You'll have to check that with the Credit Department."

"Our Credit Department handles that. May I transfer you?"

"You'll have to talk to Smith about that."

"Mr. Smith handles that. May I transfer you?"

"Mr. Smith handles that. If you wish I will refer it to him and have him call you."

"I don't know any thing about that."

"I am sorry, but that is not handled in this department. If you wish, I will refer the matter to the proper department and ask them to call you."

"I don't know what you are talking about."

"I'm not sure I understand your problem, Mrs. Jones."

"I want to be sure I get this right. Would you mind repeating that, Mrs. Williams?"

"Speak up, please."

"I'm sorry I cannot hear you. Could you speak a little louder, please?"

"We can't do that for you until tomorrow."

"We'll do this for you just as soon as possible, Mr. Perkins. Will tomorrow be all right?"

"I'm sorry, but we won't be able to do that for you until tomorrow. Will that be satisfactory?"

"We'll be able to schedule this for you for tomorrow."

"You didn't talk to me."
"I didn't take your call."

"I'm sorry, Mrs. Smith, some other clerk must have talked to you on this, but I'll be glad to take care of it for you."

Don't Say:

"If you don't send in your stub we don't know where to apply the payment."

"What's your folio?"

"The bill is for 9/5 to 10/5."

"Your bill is in IBM now."

"You'll have to pay _____."

"You are charged _____."

"You pay _____."

"You'll have to bring in your bills."

"Wait a minute?"

"Just a minute."

"Hold the line."

"Hold on."

(Nothing said before leaving line.)

(After keeping someone waiting on the line)

"That went out this morning."

"The price will be _____."

"You have to _____."

"You must _____."

"It's required _____."

"It's necessary _____."

Do Say:

"We would appreciate it if you would send the stubs with your checks so we can apply the payments properly?"

"Would you give me the account number shown at the top of your bill, please?"

"The bill is for the period of September 5th to October 5th."

"I'm sure, but your account is in our Billing Dept. now. Can we call you in a few days about it, Mrs. Brown?"

Your balance is _____."

There is a charge for _____."

"It would help clarify this if we could go over your bills and receipts with you, Mr. White. Could you bring them along the next time you call at our office?"

"Would you please wait a moment while I check this for you?"

"It will take a little time to check.

Could I call you back, Mrs. Brown?"

"Will you wait please, while I find out about that for you?"

"Will you excuse me just a moment, please? I would like to consult our records on this."

"I am sorry, but it will take a little time to get that information. If you wish, I will call you as soon as I have it."

"Would you like me to call you as soon as I can get that information, or do you prefer to wait?"

"It will probably take a few minutes to check that for you. Would you like to wait, or may I call you as soon as I get it for you?"

"Do you mind waiting while I check that for you?"

"I have the information for you now."

"Thank you for waiting, Mr. Smith."

"I'm sorry to have kept you waiting so long. Mrs. Jones."

"We would like to have _____."

"Would it be convenient for you to _____."

Don't Say:

"Tell Mr. Smith to call Mr. Brown."

"He's in conference _____."

Do Say:

"Will you ask Mr. Smith to call Bob Brown, please?"

"He's in a meeting _____."

"He's talking on another line."

"He's talking to someone else just now, may I help you, or may I have him call you?"

In talking about persons in your organization, do not speak in small terms when referring to co-workers. For example:

Do not refer to individuals as:

"Our man that does the buying."

"Our city desk man."

"Our bookkeeper."

"The man in the warehouse."

"Our salesman."

"The man who does the hiring."

Instead refer to them as:

"Our purchasing department."

"One of our city desk men."

"Our accounting department."

"Our shipping department."

"The salesman who handles your account."

"Our personnel department."

Avoid the Following Expressions:

Bye, Bye.

Be seeing you.

To be truthful.

Oke Doke.

Goodbye now.

All righty.

Mister.

Yah.

Lady

Okay.

We don't know whether we are coming or going.



Mountain Bell

Misc Correspondence and Reports 1945 - 1993; includes discussion
of relocation of mint in 60's

ACD FR E FY92
PIL
THE HOLLINGS CORPORATION
PO BOX 15000
MEMPHIS, TN 38115

